City of Myrtle Beach
DISASTER RECOVERY PLAN
2021

ATKINS

CITY OF MYRTLE BEACH
SOUTH CAROLINA

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1 INTRODUCTION

The City of Myrtle Beach is located on the northern end of South Carolina's east coast in Horry County, South Carolina. The city is vulnerable to a wide range of natural hazards, including hurricanes and tropical storms, flooding, tornadoes, storm surge, and wildfires. The hazard that has gained the most recent publicity is sea level rise, in addition to hazards and events related to flooding. These hazards threaten the life and safety of city residents and have the potential to damage or destroy both public and private property, disrupt the local economy, and impact the overall quality of life of individuals who live, work, and vacation in the community. This vulnerability was highlighted most recently through Hurricane Matthew (2016), Hurricane Irma (2017), Hurricane Florence (2018), and Hurricane Dorian (2019), impacting the city in consecutive years.

The City of Myrtle Beach Disaster Recovery Plan (DRP) establishes the procedural framework for an effective response and timely restoration of essential services following a disaster or catastrophic event. Recovery initiatives are the activities that take place during and after the disaster response phase of emergency management. Recovery involves meeting both the short-term and long-term needs of the community. Much of the support required for an effective response to community needs and recovery implementation tasks involves the coordination and administration of federal and state disaster assistance. This document should be applicable to any disaster, regardless of scope, size, or classification (e.g., presidentially declared disaster), but should also be scaled appropriately.

1.1 Vision Overview

The following vision defines the City of Myrtle Beach's desired influence over and motivation for engaging in pre- and post-disaster recovery activities.

Vision Statement

After a disaster, the City of Myrtle Beach will maintain local primacy/control over post-disaster recovery operations. Abiding by our core values and utilizing the Disaster Recovery Framework to establish an effective recovery program, we intend to partner with the whole community to restore community functioning, rebuild lives, revitalize impacted areas as needed, and achieve self-sufficiency, sustainability, and resilience for the City of Myrtle Beach, its residents, and businesses in the long term.

1.2 Purpose

The Recovery Plan provides the framework for the City of Myrtle Beach in coordination with local, state, and federal government agencies as well as non-governmental organizations to coordinate the federal, state, local, and private sector recovery from the long-term consequences of a disaster. The purpose of the Recovery Plan is to:

1) Outline a framework potentially used to assist communities in rebuilding after a disaster while increasing the communities' ability to recover from future disasters and
2) Provide the coordination necessary for the recovery efforts of the city with other government agencies.

The goal of recovery is to return populations, infrastructure, and natural and cultural resources to pre-disaster or better conditions as quickly as possible following a disaster. Recovery is a key component of the National Planning Framework and is one of the five mission areas (Prevention, Protection, Mitigation, Response, and Recovery) that work together to achieve the National Preparedness Goal (1-1).

Figure 1-1 Emergency Management Cycle
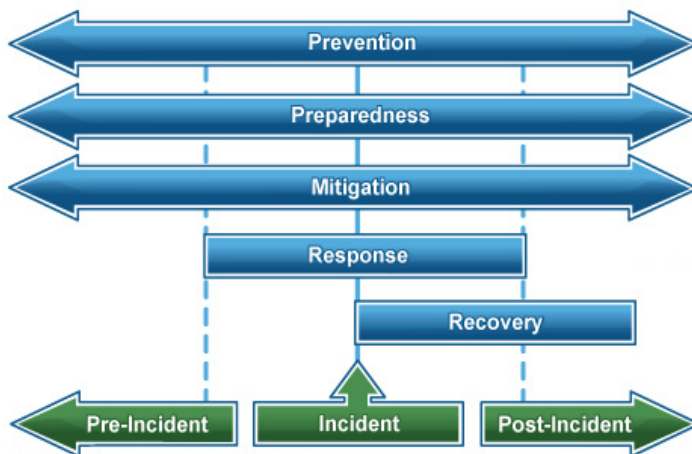
The Recovery Plan is both a planning and an operations-based document that provides guidance for the short- and long-term aspects of recovery from a major disaster. This plan provides organizations involved in recovery with resources and operational guidance to recover from emergencies causing a significant impact to infrastructure, housing, the economy, and the health, social, cultural, historical, and environmental framework of the community. This plan will outline partners' activities and organization to promote recovery from an incident. Activities required to respond to an incident are identified in local government Emergency Operation Plans (EOPs) as well as the County EOP.

1.3 Scope

This plan provides guidance to the City of Myrtle Beach Emergency Management Department, in partnership with Horry County, the State of South Carolina, the Federal Emergency Management Agency (FEMA), and other partners in the public, private, and non-profit sectors, following major and catastrophic disasters. It identifies tasks for key agencies and organizations as well as for coordinating and supporting agencies in Recovery Support Function (RSF) roles. This plan should be used as a guiding document during the recovery phase of an event and includes considerations for preparedness actions to support that recovery. Response phase activities are identified and outlined in the City EOP.

The Recovery Plan is not a tactical plan or field manual. By focusing on strategic levels, this plan provides a flexible and scalable framework for organization and provides decision-making tools that may be effectively deployed against unknown and unpredictable threats.

1.4 Assumptions

1) The incident may cause extensive damage, resulting in disruption to normal life support systems and economic, physical, and social infrastructures.
2) Infrastructure systems, including public and private utilities, may be severely affected in the impacted communities.
3) The city has adopted the National Incident Command System (NIMS) as its response and recovery model for daily emergency operations through disaster response and recovery operations.
4) It is the responsibility of officials under this plan to save lives, protect property, relieve human suffering, sustain survivors, repair essential facilities, restore services, and protect the environment.
5) Recovery is split into phases (i.e., short-term, intermediate, and long-term).
6) Community recovery is a shared process among the local government; county, state, and federal governments; the business community; and non-profit entities including faith-based organizations (FBOs), community-based organizations (CBOs), utilities, the public, the private sector, philanthropic funders, and other regional organizations.
7) During the recovery phase, some or all of this plan may be activated. Some incidents may have an immediate high impact on the community; therefore, the activation of this plan may be required with little preparation and minimal notice. Plan implementation and decision-making policies will be based on disaster impacts, resources, and needs.
8) An effective recovery may exceed the normal capabilities of the community.
9) The State of South Carolina possesses expertise and resources including specific plans and procedures that may be utilized in relieving emergency or disaster related problems that are beyond the capacity of the city and county.
10) Should city, county, and state resources prove inadequate to cope with disaster demands, the Governor will request federal assistance under a presidential declaration.
11) Federal and state disaster assistance, when provided, will supplement, not substitute for, relief provided by the city.
12) Mutual aid assistance, pre-positioned contracts, mutual aid agreements (MAAs), emergency procurements, and resources may be activated.
13) Volunteer Organizations Active in Disasters (VOAD) member organizations may implement their own disaster relief programs.
14) The community already has an established Long-Term Recovery Group through the Waccamaw VOAD.
15) Depending on the disaster, the city may not be eligible for a presidential declaration.
16) Recovery operations for a presidentially declared disaster may differ from recovery operations for a disaster that has not been presidentially declared.
17) Long-term recovery resources for a low-attention disaster and/or more rural city may differ from long-term recovery resources for a widely publicized disaster and/or more urban city.
18) A presidential disaster declaration does not guarantee that the city will receive individual assistance (IA), public assistance (PA), or any other type of federal assistance.
19) The size and scope of the incident will determine which programs and partners will be involved (e.g., federal assistance).
20) During recovery to an incident, members of the recovery task force, as well as other community stakeholders, will use post-disaster rebuilding as an opportunity to rethink, redesign, and update infrastructure and will take opportunities to implement other creative solutions to community planning, capacity building, and resiliency.
21) The city's EOP, continuity of operations (COOP) plan, and continuity of government (COG) plan may be implemented prior to or concurrent with activation and implementation of this plan to ensure that emergency response is conducted and essential services are provided to the highest degree possible.

2 PLANNING PROCESS

The City of Myrtle Beach Disaster Recovery Plan was developed over the period from November 2020 through August 2021. The city hired the Atkins consulting firm to facilitate the planning process, analyze existing data, and write the plan document. A series of meetings were held over the course of this project. Meetings with the project team began in December 2020, an official stakeholder and project kickoff meeting was held in February 2021, and the final meeting was held in August.

The first meetings were used to provide a general overview of recovery planning and why it is important to plan for disaster recovery. These meetings also helped to determine who needed to be involved in the recovery planning process and established what roles the various committee members would play.

Figure 2-1 Planning Process

1 *Form a Collaborative Planning Team*

2 *Understand the Situation*

3 *Determine Goals and Objectives*

4 *Identify Recovery Support Functions*

5 *Plan Development*

6 *Plan Preparation, Review, and Approval*

7 *Plan Implementation and Maintenance*

2.1 Integration with Other Plans and Ideas

The City of Myrtle Beach began hazard mitigation planning efforts with the development of the initial Hazard Mitigation Plans in the late 1990s and early 2000s. Since then, many mitigation actions have been completed and implemented in the city to reduce the overall risk to natural hazards for the people and property in the City of Myrtle Beach. These planning efforts, to lower overall risk and help avoid damage in a disaster, represent the city's sustained efforts to incorporate hazard mitigation principles and practices into the routine government activities and functions of the City of Myrtle Beach. Atkins recently developed the 2020 Floodplain Management and Hazard Mitigation Plan Update, the city's fourth Hazard Mitigation Plan update. The focus of the 2020 Plan was on those hazards determined to be "high" or "moderate" risks to the city as determined through a detailed hazard risk assessment. In an effort to effectively apply and integrate planning efforts, a summary of these hazards along with a vulnerability assessment are summarized in Section 4, Assessed Risks.

The following documents were used as planning guides to support the overall development of this recovery plan and to provide guidance to the city:

> National Disaster Recovery Framework
> Pre-Disaster Recovery Planning Guide for Local Governments
> National Preparedness Goal

The following local plans were researched and reviewed to ensure alignment with the development of this recovery plan:

> City of Myrtle Beach Emergency Operations Plan Update
> Crisis Communications Annex
> Flood Warning Response Annex
> Severe Weather Annex
> Tsunami Annex
> Myrtle Beach Area Chamber of Commerce Emergency Management Plan 2021
> City of Myrtle Beach Continuity of Operations Plan
> City of Myrtle Beach Emergency Plan for Financial Management
> City of Myrtle Beach Emergency Plan for Financial Services
> City of Myrtle Beach Public Works Hurricane Procedures
> Horry County Multijurisdictional All Hazards Mitigation Plan
> Horry County Riverine and Coastal Flooding Annex
> Horry County Stormwater Management Ordinance
> South Carolina Recovery Plan

2.2 Recovery Ordinance

The Disaster Recovery Ordinance establishes regulations for the orderly recovery of residents, businesses, and property in the City of Myrtle Beach after a disaster. The ordinance expands existing regulations for temporary housing for residents displaced by a disaster and establishes procedures for the replacement of buildings and structures and the reestablishment of uses damaged or destroyed by a disaster. The language in the ordinance is developed to provide the authority, purpose, and objectives in its development. The recovery management structure will be outlined for the Recovery Task Force (RTF) to succinctly describe the duties of the RTF and how they will govern the overall recovery process.

Overall, the ordinance will support the activities clearly defined in the Disaster Recovery Plan and establish the protocols on guiding the response and long-term recovery of the city with reconstruction efforts. This will allow the city the ability to implement a different set of regulations and/or policies if necessary, to foster the redevelopment of the city. This includes the procedures for permitting and zoning in an emergency situation.

The ordinance will support city resiliency after a disaster by:

> Reducing displacement of residents by allowing temporary housing and for rebuilding single-family residences.
> Encouraging the recovery of business and property by allowing replacement of buildings and structures and reestablishment of uses.

A draft of the City of Myrtle Beach Disaster Recovery Ordinance has been developed as part of this effort will be reviewed by the Planning and Zoning and Construction Services Departments in conjunction with the Emergency Manager. It will then be circulated to all the city departments for input and feedback. Once a final draft has been reviewed, the ordinance will be taken to the City Council for approval. Once finalized, the ordinance will be included in an appendix of this plan.

3 CONCEPT OF OPERATIONS

This plan provides a flexible and scalable framework for organization and decision making before, during, and after all-hazard incidents causing a significant impact to infrastructure, housing, the economy, and the health, social, cultural, historical, and environmental framework of the community. The Recovery Plan has a myriad of potential options for implementation, depending on the scope and scale of an incident. The Recovery Plan provides some tactical tools for the implementation of recovery programs following emergencies. It is a tool to help guide recovery throughout the entire process.

3.1 Recovery Management Structure

The primary recovery task that shall be completed at the onset of a disaster is assuring that all Continuity of Government procedures are in place and being carried out according to previously established plans. This includes having lines of succession in place for City Council members and all essential City of Myrtle Beach staff (especially department heads). The recovery cannot begin in earnest without a functioning local government.

The Mayor and the City Council are the governing body that will oversee all recovery operations. The City Manager has overall responsibility for all functions of the recovery process and is responsible for establishing the policies and procedures for recovery.

The City Manager has vested operational authority and responsibility for disaster recovery coordination. The Emergency Manager acts as advisor to the City Manager for disaster recovery and is responsible for the operational and tactical implementation and coordination of recovery activities.

3.1.1 Recovery Task Force

As established in the City of Myrtle Beach Recovery Ordinance, the City of Myrtle Beach RTF is a standing task force that is established in order to provide a coordination mechanism to oversee the recovery and reconstruction process and to serve as an advisory committee to the City of Myrtle Beach personnel responsible for recovery activities. The RTF will activate the necessary departments, RSFs, and city staff based on the event, the size of the event, and scale. Initially, the RTF will be led by the Emergency Manager serving as the Recovery Manager unless another city staff member is deemed appropriate.

Some of the major duties of the RTF are to:

> Establish uniform policies for effective coordination to accomplish the city's recovery tasks resulting from a natural or man-made disaster.
>
> Recommend and coordinate efforts to restore normalcy to areas adversely impacted by a disaster, including regular pre- and post- disaster coordination with the Recovery Support Functions.
>
> Conduct regular review and maintenance of the Disaster Recovery Plan and Recovery Support Function Annexes.
>
> Help identify mitigation opportunities and resources.
>
> Determine which Recovery Support Functions need to be activated as necessary.

Table 3-1 outlines the city's primary departments and organizations that make up the Recovery Task Force.

Table 3-1 Recovery Task Force Structure

RECOVERY TASK FORCE ORGANIZATION OVERVIEW	
ORGANIZATION / AGENCY	**FUNCTION/CORRESPONDING RSF**
City Emergency Management	Coordinating Agency
City Planning and Zoning Department	Community and Capacity Building (RSF 1)
Myrtle Beach Area Chamber of Commerce	Economic Recovery (RSF 2)
Grand Strand Regional Medical Center	Health and Social Services (RSF 3)
City Construction Services Department	Housing (RSF 4)
City Public Works Department	Infrastructure (RSF 5)
SC Department of Natural Resources	Natural and Cultural Resources (RSF 6)
Waccamaw VOAD	Volunteers and Donations (RSF 7)
City Financial Services Department	Finance (RSF 8)

Representatives of the community are key in providing valuable input in the planning process and supporting the RTF. The following are a list of the participating stakeholders:

> Horry Georgetown Technical College-Culinary School
> City Neighborhood Services
> Horry County Emergency Management
> Myrtle Beach Convention Center
> Myrtle Beach Economic Development Corporation
> Myrtle Beach Area Hospitality Association
> Coastal Carolina Association of Realtors
> SC Works
> Waccamaw Regional Council of Governments
> Tidelands Health
> City Fire Department
> Catholic Charities
> SC Department of Health and Environmental Control
> Horry County Department of Social Services
> Eastern Carolina Housing Organization
> Team Rubicon
> Impact Ministries
> Coast Regional Transit Authority
> Homebuilders Association
> City Engineering Superintendent
> City Solid Waste Superintendent
> City Street Division Superintendent
> City Water and Wastewater Superintendent
> City Infrastructure Manager
> Grand Strand Water and Sewer Authority
> Waccamaw Stormwater Consortium
> Coastal Carolina University
> United Way of Horry County

New Directions
American Red Cross
Waccamaw Community Foundation
Spokes of Hope
Chapin Foundation
City Human Resources and Organizational Development

3.1.2 Volunteer Organizations Active in Disasters (VOAD)

Each Waccamaw VOAD member and partner organization specializes in a particular area of disaster operations. For example, response and/or short-term recovery VOAD members and partners will demobilize and return to their normal daily operations once the intermediate recovery phase begins whereas other VOAD members and partners may transition their focus to long-term recovery and may serve as part of a Long-Term Recovery Group (LTRG). Moreover, some VOAD member and partner organizations will not begin engagement until the long-term recovery period begins. It is important to note that VOAD member and partner operational capacity can vary from incident to incident based on a variety of factors, including financial donations and volunteer interest.

3.1.3 Disaster Recovery Centers (DRCs)

Horry County, supported by the city and state and federal agencies, activates, and operates Disaster Recovery Centers as needed. A Disaster Recovery Center (DRC) is a facility where relief organizations may locate staff and provide much needed programs centrally. Programs are provided as damage assessments and unmet needs are determined following a disaster. Disaster assistant programs are made available as part of the declaration process and based on need. If necessary and when large areas become impacted, one or more DRCs may be established to assist individuals (organized by the county).

There are two pre-identified potential DRC locations near Myrtle Beach:

LOCATION NAME	PHYSICAL ADDRESS	ZIP	PHONE NUMBER	LATITUDE	LONGITUDE
Carolina Forest Recreation Center	2254 Carolina Forest Blvd	29579	843-915-5332	78°53'21"W	33°45'33"N
South Strand Recreation Center	9650 Scipio Lane	29588	843-915-5333	78°0'30"W	33°38'5"N

DRC location and operations are maintained by Horry County and the Horry County Short-Term Recovery Plan should be referenced for the most up-to-date information.

3.1.4 Recovery Support Functions

The RSFs are meant to lead the functional areas that align with National Disaster Framework and foster a whole community approach to recovery. Each RSF is a distinct category to facilitate groupings of like-minded organizations with similar missions into a more cohesive unit to provide a well-coordinated and more comprehensive recovery effort. If organizations operate in silos, opportunities to better serve the public and community would be missed. The RSFs will be activated as needed by the Recovery Manager based on the event that has occurred. In a large event with a detrimental impact, a core leadership group may be stood up along with each RSF operating individually as well. For the City of Myrtle Beach, the following RSFs have been established:

RSF 1: Community Planning and Capacity Building

RSF 2: Economic Recovery

RSF 3: Health and Social Services

RSF 4: Housing

RSF 5: Infrastructure and Communications Systems

RSF 6: Natural and Cultural Resources

RSF 7: Volunteers and Donations

RSF 8: Financial Recovery

Each RSF is led by a primary city department, organization, or agency. The primary organization is supported by numerous entities depending on the objective and nature of the RSF. An in-depth outline of the RSFs is found in Section 6.

3.1.5 Long-Term Recovery Group (LTRG)

Depending on the incident, the LTRG may begin planning in the short-term or intermediate recovery phase, but its focus is on the long-term recovery of the community. Generally, the LTRG is composed of non-profit organizations, business partners, faith-based organizations, local government, and state and federal stakeholders.

3.1.6 Other Potential Recovery Partners

Private utilities:
  Grand Strand Water and Sewer Authority
  Horry Telephone Cooperative
  Verizon
  Frontier Communications
  Spectrum
  AT&T
  T-Mobile
  Dominion Energy
Elected officials
Private-sector partners
Non-profit, faith-based, and community-based leaders
School systems, including school districts and institutes of higher learning such as Coastal Carolina University
Natural and cultural resources preservation and restoration organizations (e.g., historical commissions, parks departments)
Political subdivisions (e.g., emergency services districts, municipal utility districts)
State and federal partners
SC Department of Transportation
Other subject matter experts

3.2 Recovery Framework

A framework directs strategic planning for the development of a program. A framework is not a mandate nor an operational plan, but it provides guidance for how the program will operate and sets expectations for how strategic planning decisions will be made. A framework must be actionable, scalable, and flexible for the purposes of the organization and must be clearly understood by all members of the organization, including key stakeholders.

The City of Myrtle Beach's Disaster Recovery Framework (DRF) mostly mirrors the format of the National Disaster Recovery Framework (NDRF) although there are some noticeable differences between the two. This allows the user to follow the framework during a disaster incident and be confident that the processes described in the framework are compatible with state and federal guidelines and support structures.

Recovery is typically divided in to three phases: short-term, intermediate, and long-term. The community as a whole and different functional areas of recovery may advance through the recovery phases simultaneously or at different paces. As a result, this plan may be activated fully or partially, and different functional areas may be activated or demobilized according to need.

Pre-Disaster Preparedness   *Timeframe: ONGOING*

The pre-disaster period includes preparedness activities taken in advance of an incident to develop, support, and enhance operational capabilities to facilitate an effective and efficient response and recovery from an emergency situation.

Transition from Response to Recovery Operations

Recovery operations begin immediately after a disaster incident, concurrent with response operations. As a result of this overlap, some emergency support functions (ESFs) and RSFs may be carried out at the same time.

Short-Term Recovery Phase   *Timeframe: DAYS to WEEKS*

Short-term recovery is any activity that will return vital life-support systems and critical infrastructure to minimum operating standards. It addresses health and safety needs (beyond immediate rescue and life-safety), the assessment of the scope of damages and needs, the restoration or interim provision of basic infrastructure and essential services, and the mobilization of recovery organizations and resources. Short-term recovery may last hours to days following an incident, and depending on the scope of the disaster, it may last beyond a week.

Intermediate Recovery Phase   *Timeframe: WEEKS to MONTHS*

Intermediate recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional—if not pre-disaster—state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. Intermediate recovery may begin within days of an incident and may last weeks or months afterward depending on the severity of the disaster.

Long-Term Recovery Phase   *Timeframe: MONTHS to YEARS*

Long-term recovery involves rebuilding or relocating damaged or destroyed social, economic, natural, and built environments and moves toward self-sufficiency, sustainability, and resilience to future disasters. The long-term recovery phase begins once the community can begin planning for permanent reconstruction, revitalization, and/or repurposing of the impacted area, and it may last for many years even as other functions of the community return to normal. Some long-term recovery activities can begin almost immediately after an incident as policy and planning associated with short-term and intermediate-term actions will guide long-term decisions.

3.3 Communications Framework

Communication in a disaster event is crucial to navigating the entire recovery process. Fluid internal and external communication are necessary.

Internally, the City of Myrtle Beach has a Public Information Office (PIO) that has the strategy of listening for and finding newsworthy ideas, stories, and topics about the City of Myrtle Beach, its people, its actions, and its activities and sharing them with the various audiences. This is done through many outlets and mediums, from traditional news sources such as print, radio, and television to social media channels such as Facebook, Twitter, and Instagram.

3.3.1 Crisis Communications Plan

In the event of a crisis, or emergency, the PIO follows its Crisis Communications Plan to outline the roles, responsibilities, and protocols that will guide the city in promptly sharing information with all of Myrtle Beach's audiences during an emergency or crisis. There are three types of crisis communications:

Internal – Communication within the city/disaster command structure – between executive level and each recovery support function and department.

General Public – Communication with the general public on what they need to know. It is important to ensure and maintain consistency.

External – Communication to the county and state (and FEMA when necessary).

This Crisis Communication Plan is part of the overall Emergency Management Plan administered by the Emergency Manager. The goal is to align messages and operations, promoting effective communications across the entire Myrtle Beach community. The guiding principle is to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the Myrtle Beach community and the continued operation of essential city services.

The Crisis Communications Team will convene when an emergency or crisis occurs or when threat of a crisis or controversy exists. The Public Information Director or his/her designee will contact each member by phone and/or email to convene immediately if logistically possible. Representatives of the Crisis Communications Team include:

> Public Information Director
> Public Information staff
> Police Department Public Information Staff (if applicable)
> Fire Department Public Information Staff (if applicable)
> Emergency Manager
> Myrtle Beach Area Chamber of Commerce (if the matter appears to threaten the city's brand or harm the economy)
> Others as needed

Implementation

The Crisis Communications Team will implement some, or all, of the steps outlined below based on circumstances, coordinating with the City Manager and the Emergency Management Director, the Police Chief, the Fire Chief, the Mayor and City Council, or other authorities as needed. The PIO Director or representative will be part of the RTF and be the conduit of information for the group and be engaged with RSF 1: Community Planning and Capacity Building.

Throughout the incident period, the team will meet frequently to review changing facts, assess whether key messages are reaching audiences, and determine whether strategies need to change. The

success of this plan rests on open and frequent communications among the city's Crisis Communications Team, the City Manager, and the RTF.

Communication Initiation

The following steps should be taken to initiate communication when a crisis occurs or is anticipated.

1) *Verify the situation* to determine the magnitude of the event as quickly as possible.

   - Get the facts and identify the source of the information.
   - Verify information is consistent with other sources.

2) *Conduct notifications* to ensure the following groups have been notified:

   - Your core team and senior management group
   - Chamber of Commerce
   - Elected officials at all levels
   - Appropriate local and county agencies
   - Appropriate state agencies
   - Appropriate federal agencies
   - Other relevant groups (e.g., residents, visitors, etc.)

3) *Assess the degree and intensity of the event* to determine the communication response.

   - Verify the crisis level corresponds to the event characteristics.
   - Establish hours of operation for the communications team.
   - Establish city-wide information.
   - Address concerns of the specific audience.
   - Identify who will release/update information.

4) *Organize assignments and activate the Emergency Communications Plan*.

   - Ensure personnel understand their role and their immediate tasks.
   - Confirm all experts/spokespeople have been well informed.
   - Confirm all staff have been briefed and prepared in case they are approached by the media.

Immediate Response

The Crisis Communications Team will carry out these initial tasks immediately:

- Convene the Crisis Communications Team.
- Use all available means to advise staff and the public about immediate threats to safety (e.g., hurricane, tornado, active shooter, etc.).
- Notify the news media and post emergency message and notification on city website (www.cityofmyrtlebeach.com) and on main social media channels.
- Advise and inform news media of scheduled updates and key messages.
- Send the City Council information as appropriate.
- Provide updated information on website and social media outlets as additional details become available.
- Create incident-specific pages or messages to convey information directly to affected audiences.
- If necessary, convene other staff for emergency call center or other needs.
- Activate the 843-918-INFO line, if needed, or engage with the United Way of Horry County's 211 line.

Secondary Response

- Review and write down known facts – those for general public consumption and those that are more appropriate for internal audiences – and determine whether a response is needed for some or all of the city's key audiences. These details will be used to create news releases, fact sheets, emails, social media posts, website content, and other messages.

- Develop one or more key messages that will be included in all communications. For instance, a key message may be what the city is doing to ensure the safety of residents or staff. Another may be forward looking, to address what the city is doing to prevent the situation from happening again. Messaging will evolve as circumstances change but should always aim to provide and restore confidence and calm, balancing action with safety and concern. In a controversy, the key message may be an explanation or appraisal of the facts, to set the record straight, or provide a full picture of the circumstances.
- Determine who will act as spokesperson. Written and published communications may come from the Public Information Director or his/her designees. Initial media interviews and updates may come from a member of the Crisis Communications Team, but either the Mayor or City Manager may be required for the capstone interview or news conference.

PIO Support

Moving beyond the initial activation of the Crisis Communications Plan, the PIO or representative will stay engaged with the RTF to develop appropriate messaging with information from the RTF and RSFs. This will include working with each RSF to push out the relevant information as in:

- Information on business support and recovery from RSF 2
- Healthcare statistics and resources from RSF 3
- Housing availability or resources from RSF 4
- Infrastructure and communication reinstatement updates and timelines from RSF 5
- Available resources for community needs from the VOAD and RSF 7

Continued support from the PIO in the short-term and long-term recovery is crucial in ensuring that the information is reaching all audiences per the NDRF. Fostering ongoing communication between internal and external primary and support agencies expedites the overall process of recovery.

4 ASSESSED RISKS

4.1 Hazards Overview

In order to properly plan for recovery from a disaster event, the types of events that could occur in Myrtle Beach must be identified and defined. Identifying the hazards that occur, along with the frequency and magnitude, allows the recovery planning process to clearly understand the needs of the city. In addition, a vulnerability assessment is used to quantify exposure and the potential loss estimates for each hazard. In doing so, Myrtle Beach may better understand its unique risks to identified hazards and be better prepared to evaluate and prioritize specific recovery actions. This section provides an overview of the primary threats facing Myrtle Beach as well as the vulnerabilities of the city.

The City of Myrtle Beach has identified its primary threats in the 2020 Floodplain Management and Hazard Mitigation Plan Update. The Hazard Identification and Analysis Section of the plan describes the hazards that pose a risk to people and property in the city. The results of the hazard profiling process were used to generate countywide hazard classifications according to a "Priority Risk Index" (PRI). The PRI is used in gaining consensus on those hazards that pose the most significant threat to Myrtle Beach based on a variety of factors. The conclusions drawn from the hazard profiling process for Myrtle Beach, including the PRI results, resulted in the classification of risk for each identified hazard according to three categories: High Risk, Moderate Risk, and Low Risk (Table 4-1).

Table 4-1 City of Myrle Beach Hazard Risk Assessment Results

HIGH RISK	MODERATE RISK	LOW RISK
Flood Wind Events (Thunderstorm / High Wind) Tropical Storm System/Hurricane Storm Surge Extreme Heat	Public Health Emergency Wildfire Hailstorm Hazardous Materials Incident Ice Storm/Winter Weather/Winter Weather Lightning Erosion Acts of Terror Small Aircraft Crash	Tornado/Waterspout Civil Disturbance Drought Nor'easter Sea Level Rise Commercial Airplane Crash Earthquake Tidal Wave/Tsunami

Based on the results of the hazards assessment, hazards considered "High Risk" are to be the focus of recovery effort planning for the purposes of this plan. These hazards include flood events, wind events, tropical storms and hurricanes, storm surge, and extreme heat. This section will be focused on these hazards. The full analysis is detailed in the 2020 City of Myrtle Beach Floodplain Management and Hazard Mitigation Plan. By preparing for the high risk hazards, the city and stakeholders will also have the basic structure and framework to respond to the more unlikely or unexpected hazards as well.

Assessed Risks

Table 4-2 provides detail on how the high risk hazard risks were assessed. The results were then used in calculating PRI values and making final determinations for the risk assessment.

Table 4-2 Summary of PRI Results for Myrtle Beach

HAZARD	CATEGORY / DEGREE OF RISK					
	PROBABILITY	IMPACT	SPATIAL EXTENT	WARNING TIME	DURATION	PRI SCORE
Flood	Highly Likely	Critical	Moderate	6 to 12 hours	Less than 1 week	**3.3**
Wind Events (Thunderstorm/ High Wind)	Highly Likely	Limited	Large	Less than 6 hours	Less than 6 hours	**3.1**
Tropical Storm System/ Hurricane	Likely	Critical	Large	More than 24 hours	Less than 24 hours	**2.9**
Storm Surge	Likely	Critical	Large	More than 24 hours	Less than 24 hours	**2.9**
Extreme Heat	Likely	Limited	Large	More than 24 hours	Less than 1 week	**2.7**

4.2 Vulnerability Assessment

This section builds upon the information provided in the Hazards Identification and Analysis section of the 2020 Floodplain Management and Hazard Mitigation Plan by identifying and characterizing an inventory of assets in Myrtle Beach and then by assessing the potential impact and amount of damage that can be expected to be caused by each identified hazard event.

Exposure to hazards can be an indicator of vulnerability. Economic exposure can be identified through locally assessed values for improvements (buildings), and social exposure can be identified by estimating the population exposed to each hazard. This information is especially important for decisionmakers to use in planning for evacuation or other public safety related needs. Table 4-3 provides a summary of the estimated population counts and improved property values at risk (exposed) to each hazard.

For a comprehensive list of critical assets and facilities to be the focus of recovery planning efforts, refer to Section 5 of the City of Myrtle Beach 2020 Floodplain Management and Hazard Mitigation Plan.

Table 4-3 Summary of Total Exposure and Potential Annualized Losses from High Risk Hazards

HAZARD	ESTIMATED POPULATION AT RISK	TOTAL ASSESSED VALUE OF IMPROVEMENTS AT- RISK (BUILDINGS)	ANNUALIZED EXPECTED PROPERTY LOSSES
Flood	10,928	$2,030,508,501	$80,379
Wind Events (Thunderstorm/High Wind)	31,783	$4,515,364,606	$78,282
Tropical Storm System/Hurricane	31,783	$4,515,364,606	$16,252,000
Storm Surge (Cat 3)	17,847	$2,439,724,066	$0
Extreme Heat	31,783	$4,515,364,606	$0

4.3 Conclusion on Hazard Vulnerability

Understanding how high risk hazards would likely impact the city establishes a baseline scenario with which to prepare more specific actions as discussed in Section 6 of this plan. This enables the recovery team to better understand their role in the disaster and prepare for variations of each disaster scenario.

Of the high risk hazards affecting the City of Myrtle Beach, wind events, tropical storms/hurricanes, and Category 5 storm surge are shown to pose the greatest impact to all critical facilities. The Floodplain Management and Hazard Mitigation Plan has an inventory of the critical assets that are exposed to these high risk hazards and can be referenced for the potential impact. Of these, wind events and tropical storms/hurricanes affect the greatest population and pose high annualized expected property losses. These hazards and the critical assets they impact should be of the highest priority in recovery planning and operations. The recovery efforts will vary for each individual event; however, this information can be used as a baseline to determine more appropriate actions in terms of recovery. This will allow the city to clearly identify priorities.

5 RECOVERY STRATEGY

The ultimate vision for the City of Myrtle Beach is to rebuild and redevelop in a manner that addresses resiliency, sustainability, and greater prosperity to secure the city's long-term success. This vision entails actions that protect homes, businesses, and facilities damaged by identified hazards while providing a blueprint for enhanced economic development, recreation, and community services. The City of Myrtle Beach will use the momentum generated during the recovery, as documented in this plan, to continue addressing resiliency into the future.

The City of Myrtle Beach will incorporate resiliency efforts in its other plans, including its Master Plan, to continue addressing the risk posed by events such as hurricanes as well as other more frequent coastal and stormwater flooding. As described in the NDRF, recovery efforts should address other areas important to a community's vitality, such as economic development, in addition to resiliency.

This section establishes overarching recovery goals and objectives that create the baseline for strategies the City of Myrtle Beach should consider executing in the short-term, intermediate, and long-term phases of recovery. The recovery phases overlap with the response phase and with each other. There is no specific time or order in which these strategies should be considered; the Recovery Manager and/or Emergency Management should enact them as appropriate to the situation.

The Myrtle Beach area visitor industry is critical to the region's economy supporting businesses, jobs, and quality of life for residents and visitors alike, and its restoration should be a focus of recovery and resiliency efforts.
Source: https//www.myrtlebeachareavcb.com

Recovery Strategy

5.1 Recovery Goals

The following table (Table 5-1) includes goals guiding ongoing pre-disaster activities intended to result in the development of a full recovery readiness capability. Post-disaster operational goals are also included to guide the leadership, coordination, and implementation of recovery measures.

Table 5-1 Recovery Goals Overview Table

GOAL		DESCRIPTION
PRE-DISASTER		
1	**Be Proactive and Prepared**	Establish and maintain an inventory of critical capabilities, assets, and resources.
		Identify appropriate legal authorities, triggers, and safeguards such that critical governmental and non-governmental functions and activities can be executed with maximum efficiency.
		Educate elected officials and policy makers on priorities and decision-making processes which support transparent and credible allocation of resources.
		Establish relationships with public and private stakeholders who are key to the recovery process.
		Establish and maintain an understanding of state and federal recovery funding resources.
		Pre-identify resources, providers, and restoration and reconstruction priorities.
		Identify codes and ordinances relevant to recovery and uncover gaps and needs.
2	**Coordinate with Other Local Areas**	Ensure the city is coordinating with local areas and recovery planning is synchronized. The city will support planning efforts in surrounding areas.
3	**Establish and Maintain the City's Leadership Role**	The city will be responsible for defining and executing its own recovery and will establish its leadership role in such a way it can integrate into federal, state, county, local, and regional recovery efforts and access external funding streams.
4	**Leverage Existing Relationships with Private and Non-profit Partners**	The private and non-profit stakeholders are critical in acquiring, managing, and distributing resources, advancing economic recovery and development, and supporting other key disaster recovery functions. Some of these roles will be consistent with day-to-day responsibilities and others may make contributions out of the ordinary commitments. The city will provide leadership and participate to match needs to providers and to reduce resource overlaps and gaps.
5	**Promote Legitimacy and Credibility**	Post-disaster recovery implementation must be characterized by transparency, community participation, and intense stakeholder outreach and involvement to be effective. Community partners are crucial to ensuring two-way information both prior to and after a disaster. These community partners help to balance long-term community gains through economic development, mitigation, and social and cultural enhancements with the short-term well-being of residents.
6	**Focus on Fairness**	Individuals and organizations with limited preparedness, income, and/or capital reserves as well as limited social and organizational networks prior to a disaster will be the most vulnerable after a disaster. The city intends to fairly and transparently resolve competing legitimate interests among diverse community organizations and economic drivers.
7	**Build on Existing Plans and Asset Prioritization**	To ensure legitimacy of prioritization, resource allocation, and program management, the pre- and post-disaster decision making will be based on existing deliberative plans and policies whenever possible.
8	**Ensure Sufficient Financial Reserves**	Disasters often place immediate financial pressures on affected areas. Not all costs will be reimbursed, and when they are, there is a very lengthy delay. For this reason, the availability of sufficient financial resources, be it in the form of budgeted reserves or the pre-event establishment of emergency lines of credit, will be extremely important.

GOAL		DESCRIPTION
POST-DISASTER		
9	**Provide Effective Command and Coordination**	The Recovery Plan will guide the establishment and continuity of coordinated, effective, flexible, scalable, and responsive command and coordination. It will allow emergency management functions to evolve smoothly and for recovery work to begin even while the basic life-safety, incident stabilization, and immediate property protection issues are still being addressed. During recovery, the expertise of planners, engineers, and financial professionals in fields such as land use, economic development, transportation, storm water management, capital projects, etc. will become increasingly important, and the roles of first responders will revert back to their day-to-day functions.
10	**Maximize Funding Opportunities**	Recovery leadership will work to leverage state and federal recovery technical and financial assistance as well as identify and pursue additional sources of recovery funding and financing.
12	**Communicate Effectively**	The city will strive to communicate useful, practical, relevant, accurate, and timely information regarding services and resources to impacted communities and residents. Public communication should be coordinated with local areas and with the state and federal government.
13	**Promote Mitigation and Foster Resilient Redevelopment and Construction**	The city will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing deliberative plans, such as the EOP and the Floodplain Management and Hazard Mitigation Plan, and leveraging existing programs.
14	**Maintain and Enhance the City's Economic Base of Tourism**	Maintenance and/or restoration of the economic base is vital to the local economic health. This focus includes business continuity; maintenance of business-critical infrastructure systems, supply chains, and social services; and proactive business, recruitment, and retention strategies, recognizing new markets, new expertise, and new opportunities created by crises. Such efforts will extend beyond the economic sector, involving "catalyst" projects designed to simultaneously advance social, environmental, cultural, and economic recovery goals. Businesses and employers will have varying levels of operational capability after a disaster. Concerted efforts will be made by local leadership to retain core businesses and to support their recovery. After a disaster, the city will support area businesses by clearing obstacles to recovery, including assisting in facilitating staffing, supporting relocation if needed, and helping to resolve supply-chain issues. The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more quickly. This translates into jobs retention and tax-base recovery. In communities where public-private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the community's ability to recover.
15	**Social and Human Services, Public Safety, and Health Services**	Local governments, working with private and non-profit partners, will work to provide and/or restore basic services needed to sustain the community. The city, working through the Long-Term Recovery Group (LTRG), will provide support and coordinate unmet needs and other ongoing needs remaining from the response phase.
16	**Provide and/or Ensure Quality Housing**	Strive to ensure residents can continue living in settings which are: ▪ Safe, sanitary, and secure ▪ Affordable at levels comparable to resident's pre-disaster housing ▪ Integrated with the rest of the community ▪ Accessible to public services and transportation ▪ Compliant with applicable regulations and standards
18	**Sustain Lifelines and Restore Infrastructure and Private Facilities**	Facilitate continuity of lifeline utilities and services and infrastructure restoration. According to the standard federal definition, critical infrastructure refers to "those physical and cyber-based systems essential to the minimal operations of the economy and government" (PDD-63). These include, but may not be limited to:

		▪ Food ▪ Water ▪ Power ▪ Wastewater and sewage ▪ Transportation ▪ Fuel ▪ Communications systems (IT/telecom) ▪ Solid waste removal
		Restoration and reconstruction of public facilities needed for maintenance of lifelines and basic public services will be required as well as maintaining operations related to debris clearance and disposal.

5.2 Recovery Objectives

The following objectives are intended to provide overall guidance regarding prioritization of actions and investments undertaken to recover from disasters. The objectives are not specific to actual pieces of infrastructure, resource allocation, or policy development. They are intended to help guide such real-world decisions in the wake of a disaster and are directly aligned with the National Preparedness Goal.

1) **Planning.** Engage the whole community in the development of executable strategic, operational, and community-based approaches to meet defined objectives.
2) **Economic Recovery.** Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that will result in a sustainable and economically viable community.
3) **Health and Social Services.** Restore and improve health and social services networks and promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
4) **Housing**. Implement housing solutions (short-term, intermediate, and long-term) effectively supporting the needs of the whole community and contribute to its sustainability and resilience.
5) **Infrastructure.** Restore critical infrastructure functions, minimize health and safety threats, and efficiently revitalize systems and services to support a viable, resilient community.
6) **Natural and Cultural Resources**. Restore and protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions. Preserve, conserve, rehabilitate, and restore resources consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.
7) **Community Organizations Active in Disasters.** Restore and improve the provision of community-based, faith-based, and volunteer services to the community to meet unmet community needs created by, or exacerbated by, the disaster.

5.3 Recovery Strategies

This section addresses strategies Myrtle Beach should consider executing in the short-term, intermediate, and long-term phases of recovery. The recovery phases overlap with the response phase and with each other. There is no specific time or order in which these strategies should be considered; the Recovery Manager and/or Emergency Management should enact them as appropriate to the situation.

The transition from response to recovery is a gradual process, the pace and timing of which will depend on the circumstances. As response activities diminish, recovery activities will increase. If the scope of the disaster dictates a response, a Recovery Committee will be established to manage recovery operations. The

Emergency Manager will assess the need for a separate recovery organization based on the impacts of the incident, in collaboration with the other Emergency Support Functions (ESFs), and will make a recommendation to the City Manager to activate the Recovery Plan. The City Manager will then make a recommendation to the City Council who will activate the Recovery Plan.

Table 5-2 Response vs Recovery Comparison Table

	RESPONSE	SHORT-TERM RECOVERY	INTERMEDIATE RECOVERY	LONG-TERM RECOVERY
OVERALL GOALS	Contain the incident to protect life-safety and property	Provide support to people and businesses impacted by disaster	Transition to self-sufficient, sustainable, and functional state	Restoration of services returning the community to pre-disaster, or better, condition
DURATION AFTER INCIDENT	A few days, at most a few weeks	Days to weeks	Weeks to months	Months to years
INCIDENT CONTAINED	No	Mostly, completely	Yes	Yes
LIFE SAFETY ISSUES	Yes	In some areas	No	No

Since emergency management is a cycle, there will be overlap between response and recovery operations. Additionally, recovery operations for multiple events may take place simultaneously. Recovery includes short-term, intermediate-term, and long-term phases.

Short-term recovery concerns include managing and containing immediate impacts of an event on community systems and beginning to return these systems back to operating standards.

Intermediate-term recovery involves returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional state although not necessarily to a pre-disaster state.

Long-term recovery works to return to "near normal" conditions after a disaster or emergency, including restoring economic activity and rebuilding community facilities and housing. Long-term recovery can take several months or years.

5.3.1 Short-Term Strategies

Gather and Analyze Information

Determining the extent of the impact of the disaster on the city will drive recovery operations and priorities. Methods for gathering information may include, but are not limited to, conducting damage assessments and canvassing the affected areas. Immediate needs will be determined from the analysis of the information gathered. Example sources of information include geographic information system (GIS) data, self-reporting tools, reporting services (e.g., 3-1-1, 2-1-1), social media, and reports from Community Organizations Active in Disasters (COADs)/VOADs/LTRG member organizations.

Implement the Disaster Finance Process

Accurately documenting response and recovery actions and the associated damages, such as keeping accurate records of expenditures and labor, is critical for facilitating the disaster finance process. This may include the federal disaster reimbursement process (if available) through the FEMA Public Assistance (PA) Program. Follow established policies and guidance for documenting response and recovery actions and damages, including debris removal operations and emergency protective measures, and develop disaster summary outlines to estimate damages and PA thresholds. This should be practiced regardless of the type of disaster declaration.

The scope of recovery operations should determine if the following activities will be activated.

Debris Management

Debris operations is a key recovery activity that begins in the short-term recovery phase. Initial debris operations may include emergency push or clearance of debris. Coordination of permanent removal and disposal of debris may extend into intermediate and long-term recovery.

Public Works will coordinate with the contractor through Horry County's Solid Waste Authority to activate debris management plans to implement debris operations. Debris operations include clearing transportation routes, public rights of way, access to other critical infrastructure; removing health and safety hazards in the community; and preventing potential impacts from future and secondary disasters.

Restoration of Critical Infrastructure

Infrastructure systems represent the critical lifelines in a community that form the backbone of basic and essential services that serve virtually every residence, business, non-profit, and government structure. The U.S. Department of Homeland Security's National Infrastructure Protection Plan identifies 16 critical infrastructure sectors: chemical; commercial facilities; communications; critical manufacturing; dams; defense industrial base; emergency services; energy; financial services; food and agriculture; government facilities; healthcare and public health; information technology; nuclear reactors, materials, and waste; transportation systems, and water and wastewater systems. The disruption of any of these systems could have a debilitating impact on the community and could threaten public health and life safety.

Coordinate with appropriate partners on the restoration of critical infrastructure and utility services. This may include the prioritization of services by sector and/or geographical areas.

Volunteer Management

Volunteer management operations may be established to better coordinate and direct volunteer resources following an incident. If not managed properly and early on, volunteers can impede response and recovery activities and can also become a safety issue. RSF 7 and the Waccamaw VOAD will coordinate with appropriate partners (e.g., non-profits, CBOs, FBOs, and private sector partners) for the establishment of volunteer operations and prioritization of volunteer assignments. This may include setting up a volunteer reception center, the intake of spontaneous volunteers, assigning of tasks, and tracking of volunteer hours. If volunteer engagement is not aligned with the unmet needs of the community, this can also include active solicitation of volunteer labor.

Donations Management

Donations management operations may be established to provide public messaging pertaining to needed financial and in-kind resources, coordinate the receipt of solicited and unsolicited donations, procure a warehouse to house donated goods, and distribute donated items. Donations may be given in forms other than commodities, such as money, facilities/space, and services. If not managed properly and early on, donations can become a secondary disaster that impedes response and recovery efforts.

Donation management coordination will also be managed through RSF 7 and the Waccamaw VOAD. This may include setting up a donations warehouse, a method for collecting financial donations (e.g., through a foundation or fund), and a system for tracking donations.

Coordinate with Partners for State and Federal Programs

If there is an incident, state and federal disaster assistance programs may become available to the city. In order to activate certain programs under a presidential disaster declaration, the city will need to meet the appropriate criteria (e.g., IA and PA thresholds). Some programs may have been activated automatically by the federal government, but others may not be available to the city unless requested (e.g., Disaster Supplemental Nutrition Program (D-SNAP) or Immediate Disaster Case Management (IDCM)). The city may be asked to provide certain resources to implement these programs (e.g., facilities, security, advertisement).

Coordinate with state and federal partners to request and/or implement available programs. The city may be required to coordinate, implement, and/or support these programs.

Provide Public Information Updates

Unified messaging is key for accurate information sharing of short-term recovery activities with the public. Generally during recovery, a joint information center (JIC) may be activated to coordinate messaging among partners. The City's Public Information Office (PIO) will lead this effort.

The PIO will continually coordinate and communicate public information with appropriate partners in order to inform the public and other stakeholders of short-term recovery operations and other critical information. Set expectations early on with the public regarding how long recovery takes, what is and is not covered by federal funds and resources, and what role the individuals within the community need to take.

Communicate and Coordinate Mass Care Operations with Appropriate Partners

Mass care operations are established to provide life-sustaining resources and essential services to residents affected by the incident. Mass care operations may include activities such as sheltering, mass feeding, and establishing commodity point of distribution (POD) sites and/or bulk distribution. Mass care operations begin in the response phase and transition into the recovery phase. Based on community needs, communicate and coordinate with appropriate partners for establishing and continuing mass care operations.

Coordinate and Communicate with Partners

Effective coordination and communication with partner entities is essential to community recovery because they often have expertise and resources to meet the needs of the community immediately following a disaster. Coordinate and communicate with partners at the local, state, and federal levels of government; private sector partners; non-profit organizations; COADs/VOADs; and philanthropic funders to provide the necessary resources, information, and services to meet the needs of the community.

Prepare for Intermediate and Long-Term Operations and Objectives

Because recovery phases overlap, some intermediate and long-term recovery operations may require preparation activities in the short-term recovery phase. Begin planning activities for the intermediate and long-term recovery phases by evaluating current and future unmet needs. This includes setting objectives and prioritizing recovery tasks, such as designating resources and personnel needed to carry out activities, and establishing a timeline for when the activities need to occur.

Table 5-3 Short-Term Priorities and Timeline

SHORT-TERM PRIORITIES		+2 HRS	+12 HRS	+24 HRS	+48 HRS	+72 HRS	+96 HRS	+ 7 DAYS
HEALTH AND SAFETY/SEARCH AND RESCUE	Air, food, water contamination abatement	■	■	■	■	■		
	"All Clear" determination for disaster effects		■	■	■	■		
	Initial Damage Assessment (Safety Assessment)	■	■					
	Preliminary Damage Assessment		■	■	■	■		
TRANSPORTATION	Interstate status and capacity		■	■	■			
	Major bridge safety determination		■	■				
	Major roadways		■	■	■	■		
	Ports and waterways		■	■	■	■		
	Airfields	■	■	■				
	Staging areas	■	■					
POWER	Medical facility restoration	■	■	■	■	■	■	■
	Critical facility restoration	■	■	■	■	■	■	■
	Santee Cooper and Dominion Energy customers restoration	■	■	■	■	■	■	■
COMMUNICATION	First responders	■						
	Emergency Operations Center	■						
	Major switches	■	■	■	■			
DAMAGE ASSESSMENT	Residential	■	■	■	■	■	■	
	Governmental	■	■	■	■	■	■	
	Private businesses			■	■	■	■	
HUMAN NEEDS ASSESSMENT	Medical needs	■	■	■	■			
	Basic needs	■	■	■	■			
	Environmental needs	■	■	■	■			

5.3.2 Intermediate Strategies

Transfer from Response Operations to Recovery

During the intermediate recovery phase, most response operations should have concluded, and response assets should have been demobilized. Resources and operations should now be focused on recovery. The Recovery Manager will direct recovery operations and establish a recovery organizational structure that includes city departments and other appropriate stakeholders to identify and complete recovery tasks.

The LTRG may also convene to support individuals affected by the disaster, and the RTF may begin addressing post-disaster recovery planning efforts. Coordinate the transition from emergency response operations to disaster recovery operations and begin working with the LTRG and RTF to identify continuing recovery objectives.[1]

Continue the Disaster Finance Process

Accurately documenting response and recovery actions and damages is critical for facilitating disaster finance process. This may include the federal disaster reimbursement process (if available) through the FEMA PA Program. If the city is not eligible for PA, continue to follow established documentation processes for cost recovery, including insurance and other types of funding, for auditing purposes. Otherwise, follow the FEMA PA Program and Policy Guide to coordinate with state and federal partners on conducting a preliminary damage assessment (if applicable); completing the Request for PA Forms; and scheduling the Applicant Briefing, Exploratory Call, and Recovery Scoping Meeting.

Societal Restoration and Revitalization of the Economic Base

Depending on the scope of the disaster and the efforts made during the short-term recovery phase, the following actions may or may not be activated to return the community, critical infrastructure, and essential government or commercial services to a functional—if not pre-disaster—state.

Further Restoration of Critical Infrastructure

The focus of restoration of critical infrastructure shifts from life safety activities to mitigation and resiliency activities that benefit the community. Continue coordination with appropriate partners on restoration of critical infrastructure. In support of the post-disaster recovery planning process, begin considering how restoring critical infrastructure will affect the restoration of the community as well as how the opinions of the community inform the improvement of existing or the development of new or improvement of existing infrastructure.

Evaluate Community Needs

Individual needs may shift from basic needs (e.g., food, water, shelter, clothing) to interim and long-term needs (e.g., behavioral health counseling, funding, and materials for repair/rebuild, housing). Evaluate current and future unmet recovery needs through community canvassing, the VOAD/LTRG, community meetings, and recovery centers to determine and/or reprioritize recovery operations.

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[1] If an LTRG has not already been established prior to the incident, work with the state's voluntary agency liaison to identify an organization to chair and establish an LTRG.

Restoration of Local Businesses and Commodity Partners

Reestablishing the business sector during the intermediate recovery phase helps meet current community needs and begins to revitalize the local economy. Businesses will be evaluating their needs and reopening as soon as they can—if they choose to and are able to reopen.

Engage local businesses and commodity partners within the city and region at large, through the Myrtle Beach Area Chamber of Commerce, to assess which resources and actions (e.g., amending regulations, code compliance, and/or the permitting processes) are needed to expedite the reopening of businesses. Identify challenges to this process and communicate them to elected officials.

Assess economic needs and their direct impact on the community. Additionally, evaluate community needs and how they affect the business sector. As businesses reopen, assess the need for commodity distribution centers (e.g., PODs).

While it may be practical to close commodity distribution centers in some areas of the community, other areas may have an ongoing need. Commodity distribution centers should always be a short-term solution, so the city may provide resources and support to businesses, as appropriate, to facilitate the demobilization of the distribution centers.

Reestablishment of Non-Emergency Government Services

As basic recovery needs of the community and local economy are being met, non-emergency governmental services, such as the court system, tax offices, and transportation services, are reestablished and resume operations. Meet with local government partners to determine and plan for when and how non-emergency governmental services should be restored.

Restoration of Community Services

As basic recovery needs of the community and local economy are being met, community services (e.g., senior centers, meal delivery programs, day programs for children, and other support programs) are reestablished for operations. Coordinate with community service partners to determine and plan for when and how community services should be restored.

Restoration of Educational Systems

Educational systems are an important component to a functioning and resilient community. The reestablishment of educational systems is critical to the revitalization of the economic base, particularly because it makes it easier for parents to return to work. It also positively contributes to the emotional and behavioral health of the community.

The city will work with Horry County Schools to continually support the district's ability to restore the city's schools. This will include coordination with appropriate entities (e.g., school districts, local government, institutions of higher education, private schools, community partners, home school co-ops) on interim solutions while planning to reestablish permanent schools and facilities in the community or elsewhere.

Develop a Post-Disaster Recovery Plan

The post-disaster recovery planning process addresses known consequences of the disaster and is oriented toward physical planning and urban design. The purpose is to identify recovery projects, organizational priorities, and community recovery goals that promote community resiliency based on the framework in this plan.

A post-disaster recovery plan includes feedback from the local government, private sector, LTRGs, and other whole community partners that captures a collective and mutually agreed upon notion of what the community should look like at the end of the recovery period. The plan prioritizes recovery projects that would achieve that vision and make the community more resilient.

Engage the whole community to understand its vision for a more resilient community in order to manage expectations, prioritize mitigation and recovery projects, and coordinate with appropriate community stakeholders to create a realistic recovery timeline.

Support Community Repopulation

When recovery has reached a point where the community and homes are safe, sanitary, and secure and there is a viable housing program (e.g., non-congregate shelter, disaster housing), residents may begin returning home. Assess the safety and security of the affected area and create and disseminate a repopulation timeline to accurately inform residents of when and how they can return to their homes. Coordinate with partners (e.g., local, state, federal, non-profit, media) to facilitate repopulation for residents and businesses. This may require increased coordination and communication for the repopulation of disaster-impacted residents who were evacuated by the government to other locations.

Evaluate Interim/Permanent Housing Needs

Residents are transitioning to safe, sanitary, and secure housing during the intermediate recovery phase. Interim and permanent housing solutions greatly impact a community's (including the economic and business community) ability to recover. Assess current and future housing needs (interim or permanent) through government relations, VOAD/LTRG, and community meetings. Evaluate the inventory of available affordable housing and develop interim/permanent housing solutions as necessary through RSF 4. Consider if any residents may need to be permanently relocated as part of mitigation strategies.

Demobilize Mass Care Operations

During the intermediate recovery phase, residents are transitioning into interim or permanent housing, and critical utilities and resources are resuming operations. Mass care operations should be demobilized as appropriate in order to boost the economy and promote individual and community recovery. Evaluate current and future needs for mass care operations and begin planning for and coordinating demobilization with appropriate partners.

Continue Providing Public Information Updates

During the intermediate recovery phase, the public will be seeing information on various subjects (e.g., school openings, locations of disaster recovery centers (DRCs), how to get assistance, how to volunteer and/or donate). Continuing to issue unified messaging is key for accurate information sharing of intermediate recovery activities. It should be noted that the physical JIC that the city is involved in may have been demobilized, making coordination among recovery partners especially critical. Continually coordinate and communicate public information with appropriate partners in order to inform the public and other stakeholders of intermediate recovery operations and other critical information.

Continue to Coordinate and Communicate with Partners

Stakeholders may change between the short-term and intermediate recovery phases. Continued coordination and communication with entities actively engaged in intermediate recovery activities is essential in order to align recovery efforts and to effectively use the expertise and resources of these partners.

Based on the previous evaluation of community needs, identify and engage appropriate stakeholders.

Evaluate the community's needs, including resources, information, and services, then identify stakeholders at the local, state, and federal levels of government; private sector partners; non-profit organizations; and philanthropic funders that are able to meet the current and continuing needs of the community. Coordinate and communicate with these partners on an ongoing basis.

Continue Planning for Long-Term Recovery Operations and Objectives

Planning activities for long-term recovery operations that began in the short-term or intermediate recovery phases will need to be sustained. This supports long-term objectives and prioritizing recovery and mitigation projects. Continue planning activities for the long-term recovery phase by evaluating current and future unmet needs.

5.3.3 Long-Term Strategies

In the long-term recovery phase, the role of emergency management may shift from direct coordination of recovery activities to support activities (e.g., the Emergency Manager may participate with the LTRG). However, other governmental departments may manage or coordinate recovery activities appropriate to their function (e.g., a housing department coordinating permanent housing solutions, the finance department coordinating the federal reimbursement process). While the emergency management coordination role may become reduced, emergency managers and/or the Recovery Manager should continue to advocate for long-term recovery strategies, such as the following:

- Ensuring that the LTRG remains active and continues to champion restoring, maintaining, and enhancing the quality of life and community resiliency.
- Evaluating community needs and coordinating with community development partners to ensure community resilience is the focus of the post-disaster recovery planning efforts while integrating with the City Floodplain Management and Hazard Mitigation Plan and Comprehensive Plan. This includes initiatives such as improving infrastructure in advance of future disasters.
- Ensuring that the post-disaster recovery plan is referenced and maintained throughout the long-term recovery process if applicable.
- Identifying funding sources to implement and support long-term recovery initiatives (e.g., Community Development Block Grant - Disaster Recovery (CDBG-DR), mitigation grant, bonds, philanthropic funds).[2]
- Monitoring the status of FEMA PA projects within the city as applicable.
- Coordinating and communicating public information with appropriate partners in order to inform the public and other stakeholders of long-term recovery operations, successes in recovery, unmet recovery needs, and other critical information.
- Continuing messaging about recovery activities, preparedness for future disasters, as well as reinforcing expectations for continued recovery efforts.

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[2] There are multiple funding sources. The primary source—if the community is eligible—is the PA grant. It must be submitted prior to its deadline. Additional resources may become available through CDBG-DR and other grant programs.

Table 5-4 Long-Term Priorities and Timeline

LONG-TERM PRIORITIES	TIMELINE			
	+ 1 MONTH	+ 6 MONTHS	+ 1 YEAR	+ 2 YEARS
Analyze Post-disaster Conditions Expectation: identify the physical, environmental, medical, personal, and basic needs of the community post disaster to direct recovery efforts appropriately by utilizing the city damage assessment teams and the Post-Incident Community Needs Impact Assessment Teams.	■			
Maximize State and Federal Assistance Expectation: Assure that all parties eligible to receive state and federal assistance are properly notified of the availability of funds and procedures for reimbursement by keeping an updated notification list, updated assistance opportunity list, and coordinating with the state and FEMA.		■		
Leverage State and Federal Assistance Expectations: Take full advantage of available Public Assistance Grants, specifically matching grants where local funds would increase the federal grant amount.		■		
Repair/Restore Key Facilities Expectations: Damage to key/critical facilities should be completed within 12 months of the disaster event to return day-to-day operations to normal.			■	
Hazard Abatement Expectations: Avoid post-disaster secondary hazards and implement hazard mitigation measures during repair and reconstruction of damaged facilities.			■	
Local Business Recovery Expectations: Physical and financial recovery of local businesses to assure economic stability and sustainability in a post-disaster environment. Assure business and recovery through education, preparedness, and planning.			■	
Housing Recovery Expectations: Disseminate information to the community on homeowners and flood insurance, FEMA Individual Assistance Program opportunities, and other applicable local, state, federal, and private housing recovery/repair assistance programs. Identify alternative resources for home repair, temporary housing, and volunteer services.				■
Key economic Facility Recovery Expectations: Physical and financial recovery of key economic stakeholders to assure continued community employment stability, economic stability, and steady financial activity.				■
Attract Investment Capital Expectations: Formulate a post-disaster strategy to attract business and industry to the city to assist with financial and economic recovery.				■

5.4 Opportunities and Recommendations

The ultimate vision for Myrtle Beach is to rebuild and redevelop in a manner that addresses resiliency, sustainability, and greater prosperity to secure the city's long-term success. This vision entails actions that protect homes, businesses, and facilities damaged by natural disasters while providing a blueprint for enhanced economic development, recreation, and community services.

The City of Myrtle Beach will incorporate resiliency efforts in its other plans, including its master plan, to continue addressing the risk posed by events such as hurricanes as well as other more frequent coastal and stormwater flooding. As described in the National Disaster Recovery Framework (NDRF), recovery efforts should address other areas important to a community's vitality, such as economic development, in addition to resiliency.

To address its issues and greatest vulnerability, the City of Myrtle Beach, like most coastal cities, needs to consider multiple lines of defense to protect against the awesome power of hurricane-driven storm surge. Wind and stormwater flooding are also a major concern. In addition, multi-objective projects should be considered to both make the most use out of facilities and infrastructure while potentially benefiting from combined funding sources. This section outlines specific opportunities for targeted resilience actions. It takes into consideration the available grant funding as well as the need to balance maintaining the city's character while seeking economic enhancement. The summary table shows recommended actions organized and prioritized by phase. All of the pre-disaster actions can be beneficial for the city in preparation for recovery. However, the short-term and long-term actions may be adjusted as needed based on the event that has occurred and the concerns and needs of the city at the time. Overall, the actions can be scalable to the suitability of the event.

5-5 Recommended Recovery Actions

Action #	Description	Phase	RSF	Lead Agency/ Department	Potential Funding Sources
1	Expand the City of Myrtle Beach's emergency preparedness operations. Strengthen emergency management capabilities connection with Horry County.	Pre-Disaster	RSF 1: Community Planning and Capacity Building	City Council, Planning and Zoning	Operating budget
2	For city facilities, consider adopting higher standards than mandatory 144 mph wind speed.	Pre-Disaster	RSF 1: Community Planning and Capacity Building	Planning and Zoning	Operating budget, FEMA funds
3	Look for opportunities to institutionalize grassroots and neighborhood connectedness.	Pre-Disaster	RSF 1: Community Planning and Capacity Building	City Neighborhood Services	Operating budget
6	Add more attractions to the City Boardwalk to enhance its appeal.	Pre-Disaster	RSF 2: Economic Recovery	Myrtle Beach Area Chamber of Commerce	Grants

Action #	Description	Phase	RSF	Lead Agency/ Department	Potential Funding Sources
7	Help small businesses prepare for future catastrophic storms.	Pre-Disaster	RSF 2: Economic Recovery	Myrtle Beach Area Chamber of Commerce; Downtown Development Office	Grants; operating budget
8	Attract locally/individually owned type businesses to the city.	Pre-Disaster	RSF 2: Economic Recovery	Myrtle Beach Area Chamber of Commerce; Downtown Development Office	Operating budget
9	Maximize the use of the land when development/redevelopment occurs in strategic areas. Rebuilding in a better, smarter manner means utilizing sustainable and resilient approaches. Developments should be geared toward supporting and accommodating existing residents and businesses while addressing affordable housing and growing desirable new businesses.	Pre-Disaster	RSF 2: Economic Recovery RSF 1: Community Planning and Capacity Building	Planning and Zoning; Myrtle Beach Area Chamber of Commerce	Operating budget; grants
10	Protect first responder facilities to a code-plus level. Create a safe room that would allow key city personnel and first responders to ride out a storm and be positioned to expedite response and recovery after major storms.	Pre-Disaster	RSF 5: Infrastructure and Communication Systems	Public Works, Planning and Zoning	Operating budget; HMGP
11	Provide community assistance to those that may have trouble evacuating during an upcoming hurricane (e.g., elderly, disabled, low income).	Pre-Disaster	RSF 3: Health and Social Services	Emergency Management	Operating budget
12	Review and evaluate drafted Recovery Ordinance and adopt it through City Council.	Pre-Disaster	RSF 1: Community Planning and Capacity Building	Emergency Management, Planning and Zoning	Operating budget
13	Develop MOU/MOA with Coast Regional Transit Authority for transporting supplies, donated goods, or individuals in an event.	Pre-Disaster	RSF 1: Community Planning and Capacity Building	Emergency Management, Planning and Zoning	Operating budget
14	Develop MOU/MOA with Horry-Georgetown Technical College-Culinary Institute for feeding support for responders, volunteers, and/or citizens during an event.	Pre-Disaster	RSF 1: Community Planning and Capacity Building	Emergency Management, Planning and Zoning	Operating budget

Action #	Description	Phase	RSF	Lead Agency/ Department	Potential Funding Sources
15	Develop temporary Housing Plan for potential locations for temporary sites for short-term and long-term needs.	Pre-Disaster	RSF 1: Community Planning and Capacity Building RSF 4: Housing	Emergency Management, Planning and Zoning, Construction Services	Operating budget
16	Develop dual-purpose facilities such as using space within police/fire stations as an emergency operations center.	Short-Term Recovery	RSF 5: Infrastructure and Communication Systems	Public Works, Emergency Management	Operating budget, FEMA PA
17	Setting a higher standard of wind and flood protection is critical during the rebuilding period. The city will evaluate ways to help homeowners comply with elevating homes to meet the Floodplain Ordinance as this will create a hardship for some.	Short-Term to Intermediate Recovery	RSF4: Housing	Construction Services, Emergency Management	Operating budget, FEMA PA and HMGP
18	Address multiple needs at once when replacing or redeveloping infrastructure (e.g., combine modifications to underground utilities, including stormwater and sewer lines, during road construction). For example, streetscape improvements (including parking and bike lanes and pedestrian accommodations) can be implemented when sewer lines are replaced. Major roadways could also serve as a surge barrier. Implementation of Complete Streets initiatives and stormwater drainage can be accomplished simultaneously, which will help ensure that emergency ingress/egress routes remain open and accessible to residents while encouraging economic revitalization through improvements to streetscapes.	Short-Term To Intermediate Recovery	RSF 5: Infrastructure and Communication Systems RSF 1: Community Planning and Capacity Building	Public Works, Planning and Zoning	FEMA PA and HMGP; CDBG
19	Increase housing affordability during a time when construction and compliance costs are increasing and property owners have suffered from lost revenue to damage and missed economic opportunities.	Intermediate Recovery	RSF 4: Housing	Emergency Management, Construction Services, Waccamaw VOAD	Grants

Action #	Description	Phase	RSF	Lead Agency/ Department	Potential Funding Sources
20	Expand/build stormwater detention capacity while restoring native wetlands. Install water quality measures into stormwater projects to prevent contaminated runoff from entering into the Atlantic Ocean and the Intracoastal Waterway.	Intermediate Recovery	RSF 5: Infrastructure and Communication Systems RSF 1: Community Planning and Capacity Building	Public Works, Planning and Zoning	Operating budget, FEMA PA and HMGP; CDBG
21	Implement beach renourishment and dune construction/vegetation project to protect beach from erosion due to wind and surge.	Long-Term Recovery	RSF 6: Natural and Cultural Resources	SCDHEC, USACE	FEMA PA and HMGP; CDBG
22	Create additional protection along the beach (robust dune system) and protect nearshore waters from contamination.	Long-Term Recovery	RSF 6: Natural and Cultural Resources	Public Works, USACE	Grants
23	Evaluate offshore surge barriers and living breakwaters like oyster reefs that could also serve as artificial reefs.	Long-Term Recovery	RSF 6: Natural and Cultural Resources	SCDHEC; Floodplain Management	Grants

5.5   Funding Opportunities

This section introduces several funding opportunities that can aid different groups after a disaster strikes. Individual assistance (IA) addresses the necessary expenses and needs of disaster victims as well as disaster workers and responders. Insurance and Small Business Administration loans are the first lines of assistance; however, if they are unable to assist, then FEMA provides a variety of programs to aid those negatively impacted by a disaster. The PA program provides aid to states, communities, and certain private non-profit organizations (PNPs) to help them recover from disasters as quickly as possible.

5.5.1 Public Assistance (PA) Program

Under the PA Program, which is authorized by the Stafford Act, FEMA awards grants to assist the State of South Carolina, Horry County, the city, and certain private non-profit (PNP) entities with the response to and recovery from disasters. Specifically, the program provides assistance for debris removal, emergency protective measures, and permanent restoration of infrastructure. The federal share of these expenses typically cannot be less than 75 percent of eligible costs. The local applicant will be responsible for 25 percent of the costs.

The program also encourages protection from future damage by providing assistance for hazard mitigation measures during the recovery process. The PA Program encourages planning for disaster recovery, but PA Program funds may not be used for the costs of planning. The costs incurred implementing the plans are eligible for reimbursement only if they meet PA Program eligibility criteria.

PA Process Overview

The PA Program is implemented through the steps below:

A Preliminary Damage Assessment (PDA) is performed and Immediate Needs Funding and the need for Expedited Payments are identified.

An Applicants' Briefing is held.

Potential applicants submit the Request for Public Assistance.

A PAC Crew Leader (Public Assistance Coordinator) is assigned to each applicant.

The PAC Crew Leader holds a Kickoff Meeting with the applicant.

The applicant's specific needs are identified, and cost estimates developed through the project formulation process.

Cost estimates for small projects that have been prepared by the applicant are checked through the validation process.

FEMA approves and processes funding for the applicant's projects.

The PA Program is based on a partnership of FEMA, state, and local officials.

FEMA is responsible for managing the program, approving grants, and providing technical assistance to the state and applicants. The state, in most cases, acts as the Grantee for the PA Program. FEMA, the state, and the applicant are all responsible for grants awarded under the PA program. The state educates potential applicants, works with FEMA to manage the program, and is responsible for implementing and monitoring the grants awarded under the program. In some instances, the state may take a more active role in overall management of certain disasters.

The city officials are responsible for identifying damage, providing sufficient data for FEMA to develop an accurate scope and cost estimate for doing the work and approving grants, and managing the projects funded under the PA Program.

The PA Program provides disaster assistance to public agencies and certain private non-profit entities to restore community infrastructure and services.

Public damages include damages to roads, bridges, buildings, and public utilities facilities and systems if they are owned by a public or private non-profit entity. To be eligible, damages must be uninsured and fall into one of the following seven categories.

Category A – Debris Clearance

This category includes all disaster-induced debris on non-federal public roads (including the right-of-way), on non-federal public waterways, or on other non-federal public property. It can cover the cost of demolition of public structures if those structures were made unsafe by the disaster. It can also include a cleanup on private property by public service crews to protect public safety.

Category B – Emergency Protective Measures

This category addresses the need to provide appropriate emergency measures designed to protect life, safety, property, and health in time of emergency.

Category C – Road system

This category addresses damages to non-federal roads, bridges, streets, culverts, and traffic control devices.

Category D – Water Control Facilities

Eligible damages under this category include costs to repair or replace dams, floodwalls, drainage channels, irrigation works, dikes, and levees.

Category E – Buildings and Equipment

Eligible damages under this category include the costs to repair public buildings and equipment, repair transportation systems not covered under Category C, and replace damaged supplies.

Category F – Public Utility System

Under this category, assistance is available for damaged water systems, landfills, sanitary sewage systems, storm drainage systems, and electric facilities and systems.

Category G – Other

The "other" category includes park and recreational facilities or any other public facilities not covered under one of the other six categories.

5.5.2 Individual Assistance (IA) Program

Individual Assistance addresses the necessary expenses and needs of disaster victims as well as disaster workers and responders. Insurance and Small Business Administration loans are the first lines of assistance; however, if they are unable to assist, then FEMA provides a variety of programs to aid those negatively impacted by a disaster.

The Robert T. Stafford Disaster Relief and Emergency Assistance Act PL 93-288, as amended, specifies the order in which assistance should be provided. The delivery sequence is:

1) Emergency assistance provided by voluntary agencies
2) Insurance
3) Disaster housing assistance
4) SBA loans
5) Other Needs Assistance (ONA)
6) Additional assistance
7) The Cora Brown Fund

The following federal grant programs are available to individuals following a disaster:

Unemployment Benefits/Disaster Unemployment Assistance (DUA) – The U.S. Department of Labor unemployment assistance and insurance benefits for disaster victims. In addition, the Disaster Unemployment Assistance (DUA) program provides unemployment benefits and re-employment services to individuals who have become unemployed because of major disasters. Benefits begin with the date the individual was unemployed due to the disaster incident and can extend up to 26 weeks after the Presidential Declaration date. Individuals must register with the local unemployment office. Program benefits can include self-employed and agricultural workers.

Crisis Counseling Assistance (CCA) – Crisis Counseling is intended to provide relief to victims and responders of a disaster who may be experiencing mental health problems, stress, or grief caused or aggravated by the disaster or its aftermath. Crisis counseling is available through FEMA, the American Red Cross, and the Center for Mental Health Services (CMHS). Victim and disaster

worker counseling is supplied for up to 60 days following a disaster and may be applied for separately by the Governor within 60 days of the disaster declaration.

Disaster Legal Services (DLS) – When the President declares a disaster, FEMA, through an agreement with the Young Lawyers Division of the American Bar Association, provides free legal assistance to disaster victims. This may include assistance with insurance claims, landlord-tenant problems, consumer protection, home repair contracts, powers of attorney, and the replacement of wills and other documents.

Small Business Administration Disaster Loans – The U.S. Small Business Administration (SBA) can make federally subsidized loans to repair or replace homes, personal property, or businesses that sustained damages not covered by insurance. Disaster loan assistance may be applied for online at www.sba.gov.

Veterans Benefits – The Department of Veterans' Affairs assists with the dispersion of death benefits, pension, insurance settlements, and adjustments to home mortgages for veterans. The Department of Veterans' Affairs is located online at www.va.gov.

Farm Service Agency (FSA) – Farmers, ranchers, and agricultural operators may apply for low interest loans addressing the repair or replacement of physical or production losses. FSA applications may be found at www.fsa.usda.gov or citizens may contact their local FSA Service Center.

Internal Revenue Service (IRS) Tax Assistance – The IRS aids eligible disaster victims with tax deductions for underinsured or uninsured losses, casualty losses, early tax refunds, and tax return amendments.

Food Coupons – The U.S. Department of Agriculture (Federal) and the Florida Department of Children and Families (State) may provide food coupons to disaster survivors. Survivors' length of eligibility for food coupons will be determined by the President.

Disaster Assistance – Disaster assistance is money or direct assistance to individuals, families, and businesses in an area whose property has been damaged or destroyed and whose losses are not covered by insurance. It is meant to help victims with critical expenses that cannot be covered in other ways. This assistance is not intended to restore damaged property to its condition before the disaster.

Other Needs Assistance (ONA) – Additional funding for medical, dental, funeral, personal property, transportation, moving and storage, and other expenses incurred during a disaster and authorized by law may be funded by ONA when the SBA determines that the applicant cannot otherwise afford a loan. ONA is a cost-shared between FEMA (75%) and the State of South Carolina (25%). Applicants do not apply for ONA assistance; SBA will refer the applicant to ONA once their ineligibility has been determined.

5.5.3 Emergency Assistance

The City of Myrtle Beach and its citizens may be eligible to receive other emergency recovery assistance provided through non-disaster specific grant programs including:

Community Development Block Grant (CDBG) – CDBG provides low-income communities with various necessary resources. These services can include assist with childcare, employment, education, emergency services, health care, housing, nutrition, transportation, youth development, and coordination of resources and community participation. These funds may be expedited in a disaster recovery area and modified to provide disaster assistance.

Low-Income Home Energy Assistance Program (LILHEAP) – LIHEAP is a federally funded block grant that provides assistance to low-income households in need of help with home energy funding. After a disaster, LIHEAP may be able to assist disaster victims with reconnection costs, insulation repair, utility payments, purchase of fans and/or air conditioners, and repair or replacement of home furnaces and air conditioners. These allowable expenses depend on the extent of the damage and may extend due to the federal allowance of assistance according to circumstance.

Low-Income Home Repair Program (LEHRP) – LEHRP provides grants to local agencies to assist low-income people, especially the elderly and physically disabled, with emergency housing repairs

that affect the health and safety of residents. In conjunction with the Weatherization Assistance Program, LEHRP repairs structural deficiencies and damage.

<u>**Home Investment Partnership Program (HOME)**</u> – HOME provides formula grants which assist communities by funding the purchase, rental, or rehabilitation of affordable housing for low-income areas negatively impacted in a disaster through the U.S. Department of Housing and Urban Development (HUD).

5.5.4 Mitigation Funding

FEMA Section 404 Hazard Mitigation Grant Program (HGMP)

The HGMP is supplementary federal assistance provided by FEMA under the Stafford Act to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration.

Building Resilient Infrastructure and Communities (BRIC)

The BRIC program focuses on reducing the funding needed following a disaster by investing resources towards community resilience. The general concept is to concentrate on long-term mitigation activities while strengthening infrastructure and community lifelines. The BRIC program is funded by a six percent set-aside from federal post-disaster grant funding. There are specific allocations for each state, territory, District of Columbia, and tribes. All eligible applicants will be able to compete for the remainder of the funding for mitigation projects.

Flood Mitigation Assistance (FMA)

The FMA program is an annual, competitive grant program that offers funding to states, local communities, and federally recognized tribes and territories. This program provides funding for specific projects that reduce or eliminate the risk of repetitive flooding on National Flood Insurance Program (NFIP) buildings.

6 RECOVERY SUPPORT FUNCTIONS

The NDRF organizes recovery activities into RSFs. Each RSF convenes a group of subject matter relevant stakeholders and experts. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and by fostering coordination among state and federal agencies, non-governmental partners, and stakeholders. RSFs represent extensions of Emergency Support Functions. They can coexist with and build upon ESFs but are more flexible and are activated to meet the specific needs of the current recovery activity.

The City of Myrtle Beach disaster recovery is organized to follow and matches the NDRF structure (with some additions identified below). The city recovery structure is organized into eight RSFs:

> RSF 1 Community Planning and Capacity Building
> RSF 2 Economic Recovery
> RSF 3 Health and Social Services
> RSF 4 Housing
> RSF 5 Infrastructure and Communication Systems
> RSF 6 Natural and Cultural Resources
> RSF 7 Volunteers and Donations
> RSF 8 Financial Recovery

RSFs differ from ESFs in that they have different mission objectives, partnerships, approaches, time spans, and organizational structures. The processes for facilitating recovery are more flexible, context-based, and collaborative than the task-oriented approach used during response. Whereas ESFs typically operate within a time span of weeks and months, the RSF operational timeframe is months to years. The ESFs that correspond with each RSF are outlined within each RSF appendix. Generally, RSFs activate before all the ESFs demobilize, so they may coexist for a period. They share information about impacts, assistance provided, and working relationships at all levels. For the Myrtle Beach Disaster Recovery Plan, RSFs will be activated at the discretion of the City Manager.

The City Emergency Manager will act as the RSF coordinator (with support from the RSF identified coordinating agencies), integrating pre- and post- disaster activities of the RSFs into the comprehensive city recovery program. Additionally, the City Emergency Manager will coordinate the city recovery activity with county and state RSFs (when applicable). Each RSF includes:

> Primary Agency(s) – Responsible for fulfilling the mission of the RSF, developing and executing RSF activities, and coordinating RSF participation.
> Coordinating Agency(s) – These are usually the city representatives of the RSF. They are responsible for integrating the RSF activities with the larger city recovery efforts.
> Support Agency(s) – Additional relevant stakeholders, resources, and experts that advise the RSF and support the execution of RSF activities.

The mission, actions, roles and responsibilities, and resources for each RSF are identified in Appendix A.

Short-term recovery ESF tasks may include, but are not limited to:

> Operation of shelters and mass care facilities
> Clearing debris from transportation routes
> Restoration of water and sewage facilities
> Providing initial support to businesses to facilitate their ability to reopen quickly
> Disaster assistance for uninsured essential personal property, including clothing and transportation uninsured medical assistance
> Disaster unemployment compensation
> Immediate crisis counseling
> Restoration of telecommunications, electric, and gas services
> Repair assistance for breached dams, roads, and bridges
> Providing disaster recovery information so that disaster survivors can make informed decisions or take appropriate actions for a successful disaster recovery
> Mitigate damages of future events
> Information gathering for hazard mitigation planning
> Identifying individuals in need of behavioral health services
> Providing continued medical care to those injured during the disaster and the recovery
> Preventing adulterated food and feed from entering commerce

The objective of the RSFs is to facilitate the identification, coordination, and delivery of federal assistance needed to supplement recovery resources and efforts by local, state, and tribal governments as well as the private and non-profit sectors. An additional objective is to encourage and complement investments and contributions by the business community, individuals, and voluntary FBOs and CBOs. These RSF activities assist communities with accelerating the process of recovery, redevelopment, and revitalization

The RSFs share common roles and responsibilities outside of their functional area including:

> Developing pre-disaster relationships within identified coordinating and supporting agencies and identifying additional stakeholders who may play a role in disaster recovery.
> Engaging in pre-disaster preparedness activities including the development of municipal asset inventories, developing plans and procedures, and mutual aid agreements.
> Coordinating situational assessments immediately following the event to assess the resource needs and requirements of the situation.
> Developing recovery plans specific to the needs of the incident and implementing recovery plans in accordance with countywide priorities.
> Updating city leadership, including the LDRM, on progress made towards achieving recovery objectives and updating recovery plans accordingly.

This section briefly addresses each of the eight RSFs and includes the RSF mission and activities by recovery phase.

6.1 RSF 1: Community Planning and Capacity Building (CPCB)

The mission of RSF 1 is to enable the city to effectively and efficiently carry out community-based recovery planning and management in a post-disaster environment. It strives to restore, strengthen, and enhance the city's ability to plan for recovery, engage the community in the recovery planning process, and build capacity (i.e., resources available to support recovery) for plan implementation and recovery management.

RSF 1 has an emphasis on integration of hazard mitigation throughout the continuum of pre- and post-disaster recovery planning and implementation. This RSF serves as a forum for helping to integrate the non-governmental and private sector resources into public sector recovery planning processes.

Table 6-1 CPCB Activities by Recovery Phase

COMMUNITY PLANNING AND CAPACITY BUILDING RSF ACTIVITIES			
RSF ACTIVITIES	SHORT-TERM	INTERMEDIATE	LONG-TERM
Evaluate community impact and needs.	▪		
Set a community engagement planning strategy.	▬▬▬▬		
Initiate community- and neighborhood-based recovery planning		▬▬▬▬	
Engage community resources.	▬▬▬▬▬▬▬▬		
Respond to unanticipated issues not covered by other RSFs.	▬▬▬▬▬▬▬▬		

6.2 RSF 2: Economic Recovery

Economic recovery is the ability to return economic and business activities to a pre-disaster (if not better) state. This RSF also addresses developing new economic opportunities that result in a sustainable and economically viable community.

Table 6-2 Economic Recovery Activities by Recovery Phase

ECONOMIC RECOVERY RSF ACTIVITIES			
RSF ACTIVITIES	SHORT-TERM	INTERMEDIATE	LONG-TERM
Evaluate needs and capabilities in the business sector.	▬▬▬▬		
Set recovery priorities.	▬▬▬▬▬▬▬▬		
Connect business with employees, goods, and markets.		▬▬▬▬	
Retain and support business, including large, medium, and small entities.		▬▬▬▬	
Communicate the status of economic recovery.	▬▬▬▬▬▬▬▬		

6.3 RSF 3: Health and Social Services

The Health and Social Services RSF outlines the framework to support local recovery efforts that address public health, healthcare facilities and coalitions, and essential social services. Social services programs promote a more effective recovery by supporting individuals and families affected by a disaster.

Table 6-3 Health and Social Services Activities by Recovery Phase

HEALTH AND SOCIAL SERVICES RSF GOALS			
RSF ACTIVITIES	SHORT-TERM	INTERMEDIATE	LONG-TERM
Evaluate needs, capabilities and service gaps in the health, social services, and education systems.	▬▬▬		
Set recovery priorities.		▪	
Support the restoration of public health and the healthcare system and services.	▪		
Support service delivery to the whole community, including individuals with access to functional needs.	▬▬▬▬▬▬		
Communicate frequently and consistently with the public to promote health and raise awareness of available services and resources.	▬▬▬▬▬▬		
Support the coordination of recovery actions across public and private educational providers at all levels.	▬▬▬		

6.4 RSF 4: Housing

Housing is a critical and often challenging component of disaster recovery, but it must be adequate, affordable, and accessible to make a difference for the whole community. The Housing RSF coordinates and facilitates the delivery of resources to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Table 6-4 Housing Activities by Recovery Phase

HOUSING RSF ACTIVITIES			
RSF ACTIVITIES	SHORT-TERM	INTERMEDIATE	LONG-TERM
Evaluate housing needs and capabilities.	▬▬▬		
Establish a housing recovery strategy.	▬▬▬▬▬▬		
Provide interim housing solutions based on the needs and priorities of the impacted neighborhoods.	▬▬▬		
Enable homeowners and renters to help themselves.	▬▬▬▬▬▬		
Ensure the provision of affordable, safe housing for all impacted residents.		▬▬▬	

6.5 RSF 5: Infrastructure and Communication Systems

The Infrastructure and Communication Systems RSF facilitates the restoration of infrastructure systems (e.g., energy, water, dams, communications, transportation systems, food production and delivery, government facilities, utilities, sanitation, engineering, flood control, systems that directly support the physical infrastructure

of communities, and physical facilities that support essential services) and services to support a viable, sustainable community. This RSF improves resilience to and protection from future hazards.

Table 6-5 Infrastructure and Communication Systems Activities by Recovery Phase

INFRASTRUCTURE RSF ACTIVITIES			
RSF ACTIVITIES	**SHORT-TERM**	**INTERMEDIATE**	**LONG-TERM**
Evaluate infrastructure needs and capabilities.	▬▬		
Establish a shared infrastructure recovery strategy.	▬▬▬▬		
Restore mobility and critical services.	▪		
Rebuild physical facilities that support essential services, including healthcare, social services, and education systems.		▬▬	
Provide technical and functional resources to infrastructure partners that address legal, policy, and programmatic issues.		▬▬	

6.6 RSF 6: Natural and Cultural Resources

The Natural and Cultural Resources RSF facilitates the preservation, conservation, rehabilitation, and restoration of natural and cultural resources consistent with post-disaster community priorities. This RSF should be compliant with applicable environmental and historical preservation laws and executive orders.

Table 6-6 Natural and Cultural Resources Activities by Recovery Phase

NATURAL AND CULTURAL RESOURCES RSF ACTIVITIES			
RSF ACTIVITIES	**SHORT-TERM**	**INTERMEDIATE**	**LONG-TERM**
Evaluate needs and capabilities of parks and open spaces; damage to historic resources; and the state of the community's arts, cultural, and community assets.	▬▬		
Set short-term priorities and phased recovery strategy.	▬▬▬▬		
Preserve and facilities restoration and betterment of natural assets.		▬▬	
Encourage the rehabilitation of damaged historic resources.		▬▬	
Connect arts, culture, and community organizations to the recovery effort.		▬▬	

6.7 RSF 7: Volunteers and Donations

The Volunteers and Donations RSF provides the management of goods and services donated as disaster relief to the people of Myrtle Beach including the management of unmet needs and the coordination of services provided by agencies and volunteers of the Waccamaw VOAD. It also includes the shipment of goods donated by people of the City of Myrtle Beach to survivors in other disaster areas.

Table 6-7 Volunteer and Donation Activities by Recovery Phase

VOLUNTEER AND DONATIONS RSF ACTIVITIES			
RSF ACTIVITIES	**SHORT-TERM**	**INTERMEDIATE**	**LONG-TERM**
Monitor and evaluate the needs of the affected population. Maintain the donation and volunteer capability and capacity to address those needs (when possible).	▬▬▬	▬▬▬	▬▬▬
Establish and maintain inventory, processing, and tracking capabilities to maintain situational awareness of volunteers and donations.	▬▬▬	▬▬▬	▬▬▬
Establish and maintain procedures for tracking and documenting for any potentially reimbursable costs.	▬▬▬	▬▬▬	▬▬▬
Coordinate the transportation and distribution of donated goods with the appropriate agencies.	▬▬▬	▬▬▬	▬▬▬
Work with PIO to spread and promote community awareness of volunteer and donation opportunities.	▬▬▬	▬▬▬	▬▬▬
Demobilize the volunteer and donation activities.		▬▬▬	▬▬▬

6.8 RSF 8: Financial Recovery

RSF 8 establishes procedures for managing the finances of the city and for tracking disaster-related expenditures so that the city will be able to maximize reimbursement of those expenses.

Table 6-8 Financial Recovery Activities by Recovery Phase

FINANCIAL RSF ACTIVITIES			
RSF ACTIVITIES	**SHORT-TERM**	**INTERMEDIATE**	**LONG-TERM**
Develop and implement citywide system for tracking and documenting reimbursable costs.	▬▬▬	▬▬▬	▬▬▬
Assess and activate appropriate emergency procurement procedures and activate any appropriate emergency contracts.	▬▬▬	▬▬▬	▬▬▬
Participate in the identification, prioritization, and submittal of Public Assistance grants.		▬▬▬	▬▬▬
Support the Preliminary Damage Assessment process (as needed).		▬▬▬	▬▬▬

The RSFs provide a connection between the RTF and similar functional expertise and financial assistance at the county, state, and federal level. The city can activate these RSFs as needed and add additional subject area RSFs as needed according to the NDRF.

RECOVERY SUPPORT FUNCTION APPENDIX

Annexes that outline mission, actions, roles and responsibilities, and resources for each of the following Recovery Support Functions are included in order in this appendix:

RSF 1 Community Planning and Capacity Building
RSF 2 Economic Recovery
RSF 3 Health and Social Services
RSF 4 Housing
RSF 5 Infrastructure and Communication Systems
RSF 6 Health and Social Services
RSF 7 Volunteers and Donations
RSF 8 Financial Recovery

RECOVERY SUPPORT FUNCTION 1

Community Planning and Capacity Building

PRIMARY AGENCY:	**City Planning and Zoning**
CORRDINATING AGENCY:	City Planning and Zoning and Emergency Management Division
SUPPORT AGENCIES:	City Neighborhood Services, Horry County EM/Planning, City Convention Center, Horry-Georgetown Technical Culinary School, Horry County Schools
STATE COUNTERPART:	State Disaster Recovery Coordinator *(if appointed),* SC Department of Administration - Disaster Recovery Office, SC Emergency Management Division *(State does not have a Community Planning and Capacity Building RSF)*
COUNTY COUNTERPART:	Horry County Emergency Management and Horry County Community Redevelopment RSF

MISSION: Supporting and building recovery capacities and community planning resources needed to effectively plan for, manage, and implement disaster recovery activities. Supporting coordination among private, public, and non-governmental recovery efforts. Supporting the integration of hazard mitigation and risk reduction opportunities into the recovery process.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

> **ESF 14 (Long-term Recovery)**
> ESF 2 (Communications)
> ESF 5 (Emergency Management)
> ESF 18 (Donated Goods and Volunteers)

ACTIVITIES

Pre-Disaster

> Works through partners to communicate and coordinate availability of guidance materials, tools, training, and other technical assistance for developing recovery initiatives.
> Builds a network of agencies and organizations that are prepared to aid the city with planning when disaster strikes.
> Coordinates with the other RSFs to develop and implement community outreach pre-planning activities, including temporary housing/sheltering, feeding, economic recovery, and reconstruction.
> Ensures affected populations and communities are included in pre-planning and that vulnerable populations are identified and appropriately supported.

Post-Disaster

> Supports the revision, communication, and coordination of situationally updated recovery guidance materials and tools.
> Advises or supports outreach and involving stakeholders to address temporary housing/sheltering, feeding, economic recovery, and reconstruction.

Helps the city quickly define local capacity building needs and identify post disaster resources.

Ensures affected populations and communities are included in recovery activities and that vulnerable populations are identified and appropriately supported.

STANDARD OPERATING PROCEDURES

Pre-Disaster

Communicate and coordinate availability of guidance materials, tools, and training for developing recovery initiatives.

Build the following network of agencies and organizations that are prepared to aid the city with planning when disaster strikes:

- Horry County Planning & Zoning
- North Myrtle Beach Planning
- Conway Planning & Zoning
- Waccamaw COG
- Private permit review contractors
- Environmental planners

Recovery Short Term (Days)

Assemble and inform RSF 1 support agencies and partners.

Help define local capacity building needs and identify post-disaster resources.

Advise/support outreach to and involve the following stakeholders to address resident displacement, food distribution, and donations management:

- Horry County EM
- FEMA
- SC Emergency Management Division (SCEMD)

Recovery Medium Term (Week-Months)

Advise/support outreach to and involve stakeholders to address long-term housing:

- ECHO
- MB Housing Authority
- MB Hospitality Association
- CCAR

Advise/support outreach to and involve stakeholders in disaster impact data collection for Federal Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Grant Program (HMGP):

- Myrtle Beach RSF 8
- Horry County EM
- FEMA
- SCEMD

Recovery Long-term (Months-Years)

Advise/support outreach to and involve stakeholders to address recovery activity closeout and demobilization.

Advise/support outreach to and involve stakeholders in disaster impact data collection for Federal Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Grant Program (HMGP).

RESOURCES

Community Materials

Myrtle Beach Community Resources Sheet
Myrtle Beach Emergency Operations Plan

State and County Materials

South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)
Horry County Short-Term Recovery Plan (January 2019)

General RSF-related Materials

FEMA Pre-disaster Recovery Planning Guide for Local Communities (February 2017)
(FEMA) Long-term Community Recovery Planning Process: A Self Help Guide

RECOVERY SUPPORT FUNCTION 2

Economic Recovery

PRIMARY AGENCY:	**Myrtle Beach Area Chamber of Commerce**
COORDINATONG AGENCY:	Emergency Management Division
SUPPORT AGENCIES:	Myrtle Beach Regional Economic Development Corp., Myrtle Beach Area Hospitality Association, Coastal Carolina Association of Realtors, SC Workforce, City Downtown Development Office, Waccamaw Regional Council of Governments
STATE COUNTERPART:	State Disaster Recovery Coordinator *(if appointed),* SC Department of Commerce (Economic RSF Coordinating Agency), Clemson University Cooperative Extension Service and SC Department of Agriculture (Economic RSF Primary Agencies)
COUNTY COUNTERPART:	Horry County Emergency Management and Horry County Economic Restoration RSF

MISSION: To sustain and/or rebuild businesses, preserve and create jobs, and develop economic opportunities following an incident that result in a sustainable and economically resilient community that meets local needs.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

>   **ESF 14 (Long-term Recovery)**
>   ESF 5 (Emergency Management)
>   ESF 11 (Food and Agriculture)
>   ESF 24 (Business and Industry)

ACTIVITIES

Pre- Disaster Actions

>   Assist in coordination, information sharing, communication, and collaboration for both pre- and post-disaster.
>   Train on the communication framework for any event or scenario annually.
>   Provide resources to businesses to promote and foster recovery efforts.

Post-Disaster Actions

>   Provide resources to businesses to promote and foster recovery efforts.
>   Support the capacity of government to produce a multi-dimensional strategy capable of supporting economic recovery and enhancing community resilience by utilizing tools of each business/governmental organization.

ROLES AND RESPONSIBILITIES

SHORT-TERM

Myrtle Beach Area Chamber of Commerce (MBACC):

- MBACC will provide links to planning resources for their members on a continual basis.
- All partner organizations coordinate and agree to business emergency planning education offerings with the goal of getting businesses to prepare prior to an emergency.
- MBACC will coordinate with Area Recovery Council and the city to coordinate tourism visitor messaging.
- Coordinate with Horry County EOC for business support. MBACC is the official ESF 24 Business & Industry Liaison with HCEM.
- Myrtle Beach Area Hospitality Association (MBAHA) and MBACC will work with RSF 1 Community Building and Capacity Planning to provide any available housing resources through short-term rental properties.
- MBACC, MBAHA, and Coastal Carolina Association of Realtors (CCAR) will recruit volunteers and donations and provide all pertinent details to RSF 7 Volunteers and Donations. Donation and volunteer needs should be funneled through MBACC, who will then coordinate with the other organizations.
- MBACC, CCAR, Myrtle Beach Regional Economic Development Corporation (MBREDC), and MBAHA will coordinate overall messaging with city PIO related to information pertaining to businesses within the city. All organizations will coordinate business-oriented messaging to keep consistency. This will be done through the PIOs at each organization. Additionally, coordination with HCEM will be necessary.
- All partner organizations will coordinate business needs and requests with city to appropriately match the needs with the resources. This will include business openings/closings.

Myrtle Beach Regional Economic Development Corp:

- MBREDC will provide links to planning resources for their members on a continual basis.
- All partner organizations coordinate and agree to business emergency planning education offerings with the goal of getting businesses to prepare prior to an emergency.
- MBREDC will obtain information from SC Department of Commerce and SC Works and provide it for messaging to partner organizations and the city.
- MBACC, CCAR, MBREDC, and MBAHA will coordinate overall messaging with city PIO related to information pertaining to businesses within the city. All organizations will coordinate business-oriented messaging to keep consistency. This will be done through the PIOs at each organization. Additionally, coordination with HCEM will be necessary.
- All partner organizations will coordinate business needs and requests with city to appropriate match the needs with the resources. This will include business openings/closings.

Myrtle Beach Area Hospitality Association

- MBAHA will provide links to planning resources for their members on a continual basis.
- All partner organizations coordinate and agree to business emergency planning education offerings with the goal of getting businesses to prepare prior to an emergency.
- MBACC, MBAHA, and CCAR will recruit volunteers and donations and provide all pertinent details to RSF 7 Volunteers and Donations. Donation and volunteer needs should be funneled through MBACC, who will then coordinate with the other organizations.
- MBAHA and MBACC will work with RSF 1 Community Building and Capacity Planning to provide any available housing resources through short-term rental properties. Will coordinate with CCAR.

MBACC, CCAR, MBREDC, and MBAHA will coordinate overall messaging with city PIO related to information pertaining to businesses within the city. All organizations will coordinate business-oriented messaging to keep consistency. This will be done through the PIOs at each organization. Additionally, coordination with HCEM will be necessary.

All partner organizations will coordinate business needs and requests with city to appropriate match the needs with the resources. This will include business openings/closings.

Coastal Carolina Association of Realtors

CCAR will provide links to planning resources for their members on a continual basis.

All partner organizations coordinate and agree to business emergency planning education offerings with the goal of getting businesses to prepare prior to an emergency.

All pertinent details to RSF 7 Volunteers and Donations. Donation and volunteer needs should be funneled through MBACC, who will then coordinate with the other organizations.

MBACC, CCAR, MBREDC, and MBAHA will coordinate overall messaging with city PIO related to information pertaining to businesses within the city. All organizations will coordinate business-oriented messaging to keep consistency. This will be done through the PIOs at each organization. Additionally, coordination with HCEM will be necessary.

All partner organizations will coordinate business needs and requests with city to appropriate match the needs with the resources. This will include business openings/closings.

SC Works:

All partner organizations provide links to planning resources on their site.

All partner organizations coordinate and agree to business emergency planning education offerings with the goal of getting businesses to prepare prior to an emergency.

Schedule Department of Employment mobile unit for assistance in applying for unemployment disaster assistance with first two weeks of event and secondary date a month from event.

Waccamaw Regional Council of Governments

All partner organizations provide links to planning resources on their site.

All partner organizations coordinate and agree to business emergency planning education offerings with the goal of getting businesses to prepare prior to an emergency.

Small Business Administration

All partner organizations provide links to planning resources on their site.

All partner organizations coordinate and agree to business emergency planning education offerings with the goal of getting businesses to prepare prior to an emergency.

SBA and SCDE will provide resource location (business hub/hubs) to assist businesses following a disaster with connections to loans, FEMA assistance, and disaster assistance to employers. They will share details with partners and city who can then also share with their business lists.

LONG-TERM

Waccamaw Regional Council of Governments

MBREDC and WRCOG will outline parameters and approach to conduct work force training at six-month interval and one year time frame

MBREDC and WRCOG will work in conjunction to determine grant opportunities for training individuals.

WRCOG will provide businesses resources such as funding for incumbent works and dislocated worker grants. Partner organizations will help promote these options.

SBA and WRCOG potential funding opportunities for business to include loans in appropriate timeframes. Partner organizations will help promote these options.

Myrtle Beach Regional Economic Development Corporation

MBREDC and WRCOG will outline parameters and approach to conduct work force training at six-month interval and one year time frame
MBREDC and WRCOG will work in conjunction to determine grant opportunities for training individuals.
MBREDC will work with HGTC and CCU to coordinate needed training.

Small Business Administration

SBA and WRCOG potential funding opportunities for business to include loans in appropriate timeframes.
Business resource hub may still be in place depending on severity of emergency.

Myrtle Beach Area Chamber of Commerce

Create "open for business" campaign to be disseminated on a phased re-opening. MBACC and MBAHA can take lead and coordinate with partners on additional needs.
Coordinate with Horry County EOC for business support. MBACC is the official ESF 24 Business & Industry Liaison with HCEM.
MBAHA and MBACC will work with RSF 1 Community Building and Capacity Planning to provide any available housing resources to assist with workforce, displaced citizens, or other needs.

Myrtle Beach Area Hospitality Association

Create "open for business" campaign to be disseminated on a phased re-opening. MBACC and MBAHA can take lead and coordinate with partners on additional needs.
MBAHA and MBACC will work with RSF 1 Community Building and Capacity Planning to provide any available housing resources to assist with workforce, displaced citizens, or other needs.

RESOURCES

Community Materials

Myrtle Beach Chamber of Commerce Emergency Management Plan (June 2021)
V1. Post Event Recovery Response Marketing / Business Continuity Plan
Myrtle Beach Emergency Operations Plan

State and County Materials

South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)
Horry County Short-Term Recovery Plan (January 2019)

General RSF-related Materials

FEMA Pre-disaster Recovery Planning Guide for Local Communities (February 2017)
(FEMA) Long-term Community Recovery Planning Process: A Self Help Guide

RECOVERY SUPPORT FUNCTION 3

Health and Social Services

PRIMARY AGENCY:	**Grand Strand Regional Medical Center**
COORDINATING AGENCY:	City Fire Department and Emergency Management Division
SUPPORT AGENCIES:	Tidelands Health, City Fire Department, Catholic Charities, Horry County Department of Social Services, SCDHEC, American Red Cross
STATE COUNTERPART:	State Disaster Recovery Coordinator *(if appointed),* SC Department of Health and Human Services (SC Health and Social Services RSF)
COUNTY COUNTERPART:	Horry County Department of Social Services

MISSION: To assist locally led recovery efforts in the restoration of emergency healthcare as well as other healthcare and social services to promote the recovery, wellbeing, and resiliency of affected individuals in the City of Myrtle Beach.

The highest priorities for this RSF are the life and health of the people in the City of Myrtle Beach. Additional goals and responsibilities include restoration of public health, healthcare facilities, and essential social services.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

> **ESF 6 (Mass Care)**
> **ESF 8 (Health and Medical)**
> ESF 3 (Public Works and Engineering)
> ESF 5 (Emergency Management)
> ESF 11 (Food and Agriculture)
> ESF 14 (Long-term Recovery)
> ESF 18 (Donated Goods and Volunteers)

ACTIVITIES

> Restore the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs.
> Encourage behavioral health systems to meet the behavioral health needs of affected individuals, response and recovery workers, and the community.
> Promote self-sufficiency and continuity of the health and well-being of affected individuals, particularly the needs of children, seniors, people living with disabilities who may have additional functional needs, people from diverse origins, people with limited English proficiency, and underserved populations.
> Assist in the continuity of essential health and social services including schools.
> Reconnect displaced populations with essential health and social services.
> Protect the health of the population and response and recovery workers from the longer-term effects of a post-disaster environment.
> Promote clear communications and public health messaging to provide accurate, appropriate, and accessible information; ensure information is developed and disseminated in multiple mediums,

multi-lingual formats, alternative formats, is age-appropriate and user-friendly, and is accessible to underserved populations.

Pre-Disaster

Incorporate planning for the transition from response to recovery into preparedness and operational plans in close collaboration with ESFs 3, 6, 8, and 11.

Incorporate planning for the transition from post-incident recovery operations back to a steady state into preparedness and operational plans.

Develop strategies to address recovery issues for health, behavioral health, and social services, particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency, and underserved populations.

Promote the principles of sustainability, resilience, and mitigation into preparedness and operational plans.

Post-Disaster

Maintain situational awareness to identify and mitigate potential recovery obstacles during the response phase.

Leverage response, emergency protection measures, and hazard mitigation resources during the response phase to expedite recovery.

Provide technical assistance in the form of impact analyses and supports recovery planning of public health, health care, and human services infrastructure.

Conduct Healthcare and Social Services RSF assessments with primary agencies.

Establish communication and information-sharing forum(s) for Health and Social Services stakeholders with the community.

Provide technical assistance in the form of impact analyses and recovery planning support of public health, health care, and human services infrastructure.

RESOURCES

Community Materials

Myrtle Beach RSF 3 Mission and Vision
Myrtle Beach RSF 3 Job Aid

State and County Materials

South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)
Horry County Short-Term Recovery Plan (January 2019)

General RSF-related Materials

American Academy of Pediatrics (AAP) Post-Disaster Considerations for Pediatricians in Practice – Recovery Checklist
American Academy of Family Physicians (AAFP) Actions to Take After a Disaster
DHHS ASPR TRACIE Post-Disaster Lessons Learned: Dialysis Patient Management (February 2021)
Greater New York Hospital Association (GNYHA) Recovery Checklist for Hospitals After a Disaster
Florida Health Care Association (FHCA) Post-Storm Recovery Planning Considerations (Nursing Home Facilities)
FEMA Pre-disaster Recovery Planning Guide for Local Communities (February 2017)

FEMA Effective Coordination of Recovery Resources for State, Tribal, Territorial and Local Incidents (February 2015)

(FEMA) Long-term Community Recovery Planning Process: A Self Help Guide

RECOVERY SUPPORT FUNCTION 4

Housing

PRIMARY AGENCY:	**Construction Services**
COORDINATING AGENCY:	Construction Services and City Planning and Zoning
SUPPORT AGENCIES:	Public Works, Habitat for Humanity, East Coast Housing Organization, Team Rubicon, Impact Ministries, American Red Cross
	Eastern Carolina Housing Organization (ECHO), MB Housing Authority, MB Hospitality Association, CCAR
STATE COUNTERPART:	State Housing Finance and Development Authority (SC Housing RSF)
COUNTY COUNTERPART:	Horry County Temporary Housing RSF

MISSION: Provides the procedures for temporary housing (i.e., site identification, management, etc.) following a disaster. Outline a plan for short-term housing options that will transition into long-term housing solutions.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

> **ESF 6 (Mass Care)**
> ESF 3 (Public Works and Engineering)
> ESF 5 (Emergency Management)
> ESF 8 (Health and Medical)
> ESF 14 (Long-term Recovery)
> ESF 18 (Donated Goods and Volunteers)
> ESF 24 (Business and Industry)

ACTIVITIES

Pre-Disaster

> City staff will continue to participate in pre-event meetings to discuss temporary housing issues. Further results of those meetings will be incorporated into this RSF as they become finalized. This process is coordinated with RSF 1.
> Assess preliminary housing impacts and pre- and post- disaster needs, identify available options for temporary housing, and support the development of local plans for permanent housing
> Leverage available resources and explore collaborative strategies for housing recovery and support tailored to community needs.
> Promote shared education and training opportunities that increase awareness of housing needs throughout the disaster recovery life cycle.
> Support community resiliency by working with public-private partners to support housing solutions that are available, affordable, accessible, attainable, and meet acceptable quality standards for residents in need of sustainable, permanent housing.
> Explore interim housing solutions to minimize displacement and support residents in staying connected to community resources post disaster.

City staff will conduct annual meetings to pre-identify potential temporary housing sites using site assessment criteria established by the city. The site assessment criteria are based upon criteria successfully used by other communities to pre-identify temporary housing sites.

Post-Disaster

Coordinate with RSF 1 to engage the following stakeholders to address temporary resident displacement:
- Horry County EM
- FEMA
- SCEMD

Coordinate with RSF 1 to engage the following community stakeholders to develop long-term housing solutions:
- ECHO
- MB Housing Authority
- MB Hospitality Association
- CCAR

POLICY AND PROCEDURES

It is in the city's best interest to have a plan in place for guiding where temporary housing is located, the types of temporary housing brought in, and how long the housing is allowed to stay on site.

Pre-disaster temporary/emergency housing site identification: Sites will be identified that are suitable for placement of temporary housing. The city will focus on using city-owned property and perhaps existing mobile home parks for locating temporary housing developments. This site identification will take place on an annual basis.

Selection Committee membership will include these departments/divisions: Affordable Housing, Planning and Zoning, Construction Services Code Enforcement, and Public Works Departments as well as others as needed.

A selection report will be made to City Council by the City Manager.

The city is also considering adopting an ordinance that will allow homeowners to place one temporary housing unit on their property (that may be occupied by the property owner and his/her family only) in the event that the property owner's house has been damaged or destroyed. This will allow the property owner to live on-site until such time that the house can be repaired.

The City Manager will appoint a liaison and subordinate staff to assist and to perform special tasks and to coordinate with county and state officials.

RESOURCES

Community Materials

Myrtle Beach RSF 4 Mission and Vision
Myrtle Beach RSF 4 Job Aid

State and County Materials

South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)

Horry County Short-Term Recovery Plan (January 2019)

General RSF-related Materials

Housing Counseling Disaster Program Guide, U.S. Department of Housing and Urban Development, Office of Housing Counseling (May 2017)

Community Development Block Grant-Disaster Recovery Program Resources

Building Moisture and Durability (2004)

Consumer Tips for Post-Disaster Home Restoration (2015)

Creating a Healthy Home: A Field Guide for Clean-up of Flooded Homes (2008)

Design Details for Accessible Disaster Relief Housing (2013)

Durability by Design 2nd Edition: A Professional's Guide to Durable Home Design (2015)

Guide for Team Leaders to Help Disaster Victims Get Back to a Healthy Home

Healthy Homes Disaster Recovery Factsheets: English

Homeowner's and Renter's Guide to Mold Cleanup After Disasters: English, Spanish (2015)

HUD Rehab Guide: Volumes One through Nine (1997-2000)

Moisture-Resistant Homes (2006)

Rebuild Healthy Homes Guide to Post-disaster Restoration for a Safe and Healthy Home (2015)

Rehabbing Flooded Houses: A Guide for Builders and Contractors (2008)

Disaster Recovery and Community Renewal: Housing Approaches (2013)

Federal Disaster Policy: Towards a More Resilient Future (2015)

RECOVERY SUPPORT FUNCTION 5

Infrastructure / Communication Systems

PRIMARY AGENCY:	**City Public Works**
COORDINATING AGENCY:	**City Public Works and Emergency Management Division**
SUPPORT AGENCIES:	City Engineering, Solid Waste, Street Division, Water and Wastewater, Infrastructure Management, Capital Projects Departments, Parks, Recreation, and Sports Tourism Department, Solid Waste and Recycling Division, Financial Management and Reporting
	Grand Strand Water and Sewer Authority, Waccamaw Stormwater Consortium, Horry Telephone Cooperative, Santee Cooper Cooperative, SC Department of Transportation, Verizon, Frontier Communications, Spectrum, City of Myrtle Beach Technology Advisory Group
STATE COUNTERPART:	State Disaster Recovery Coordinator *(if appointed),* SC Department of Administration - Disaster Recovery Office, SC Emergency Management Division
COUNTY COUNTERPART:	Horry County Solid Waste Authority

MISSION: Provides information for how to handle the rebuilding and repair of damaged public infrastructure, buildings, and services. This includes debris removal and the restoration of transportation and information infrastructure.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

> **ESF 3 (Public Works and Engineering)**
> ESF 1 (Transportation)
> ESF 2 (Communications)
> ESF 5 (Emergency Management)
> ESF 14 (Long-term Recovery)

ACTIVITIES

> Maintain inventory of all public infrastructure and buildings.
> Where possible, pre-identify potential PA projects before a disaster occurs.
> Implement system to track the needs and repairs for prioritization.
> Create mutual aid agreements for support following any type of event.

STANDARD OPERATING PROCEDURES

> The Public Works Department's Hurricane Manual provides detail of the city's emergency preparedness and short- and mid-term recovery activities associated with the following Operational Areas of Service – Water Distribution System, Wastewater Collection System, Stormwater Management System, Roadway System Management, Beach Management, Solid Waste Management,

Engineering Management, Transportation Systems Management, Capital Improvement Plan Infrastructure Projects, and Facility Improvement Projects.

City Public Works will serve as the coordinating agency overseeing utility restoration. Each of the support agencies should keep City Public Works abreast of the status of utility restoration for those utilities for which they are responsible for maintaining.

Coordinate with Horry County Solid Waste Authority for debris management plans.

Coordinate closely with RSF 8 Finance to ensure that proper financial documentation is being maintained to expedite federal assistance for Public Assistance projects.

Utilize the County GIS Department to develop maps needed for this Recovery Function.

Determine if any damaged infrastructure is impeding their efforts to get needed services to victims.

Determine priorities for road clearance.

Coordinate with the county and SCEMD for FEMA support.

If one does not already exist, develop a list of all equipment and facilities that may be needed following a disaster. This list should be comprehensive in order to be as thorough as possible so that all potential equipment and facilities are identified.

Develop a separate Pre-disaster Equipment and Facilities Deployment Plan. The plan should include a phased facilities plan that will spell out what facilities will be used for different types of disasters (minor to catastrophic) and which facilities will serve as back-up facilities when others are flooded or damaged.

RESOURCES

Community Materials

Myrtle Beach Public Works Hurricane Guide
Myrtle Beach Financial Management and Reporting – Emergency Operations and Recovery Plan (June 2020)
Myrtle Beach Information Systems Incident Response Policy
Myrtle Beach Emergency Operations Plan

State and County Materials

South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)
Horry County Short-Term Recovery Plan (January 2019)
Horry County Solid Waste Authority Storm Debris Management Plan

General RSF-related Materials

FEMA Pre-disaster Recovery Planning Guide for Local Communities (February 2017)
(FEMA) Long-term Community Recovery Planning Process: A Self Help Guide

RECOVERY SUPPORT FUNCTION 6

Natural and Cultural Resources

PRIMARY AGENCY:	**Ocean & Coastal Resource Management (OCRM) and SC Department of Health and Environmental Control**
COORDINATONG AGENCY:	Emergency Management Division and Neighborhood Services
SUPPORT AGENCIES:	SC Department of Health and Environmental, City Neighborhood Services, SC Department of Natural Resources, Burroughs and Chapin Museum, US Army Corps of Engineers, Myrtle Beach Parks, Recreation, and Sports Tourism, Myrtle Beach Area Chamber of Commerce
STATE COUNTERPART:	State Disaster Recovery Coordinator, SC Department of Archives and History, State Historic Preservation Office and SC Department of Natural Resources (SC Natural and Cultural Resources RSF)
COUNTY COUNTERPART:	Horry County Emergency Management and Horry County Natural and Cultural Resources RSF (3)

MISSION: Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and to restore them in a way that is consistent with post disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

> **ESF 14 (Long-term Recovery)**
> ESF 5 (Emergency Management)
> ESF 24 (Business and Industry)

ACTIVITIES

Pre-Disaster

> Develop a consolidated inventory of area natural resources. This inventory should include environmental areas, natural areas of economic/tourism value, endangered species habitats, floodways, wetlands, aquifers, drinking-water supply watersheds, and others. This inventory should be updated at least every five years.

> Develop a consolidated inventory of area cultural resources. RSF 6 should draw from appropriate sources to establish an inventory of key cultural and historic resources, including those relative to local tourism within the city. Such resources should include historic and/or preserved "resource landscapes" including beaches. They should also include buildings, structures, objects, sites, districts, and cultural landscapes. A GIS layer with all city resources should be developed. All resources should be documented with, at a minimum, a Historic Resource Survey Card and will include a digital photograph.

Identify relevant county, state, and federal programs to facilitate recovery. This includes the identification of relevant county, state, and federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural resources during recovery.

Identify and streamline permitting processes specific to cultural resources. The ability to quickly repair and rehabilitate cultural resources throughout the community will be contingent on the ability to expedite permitting and/or to ensure permitting processes can appropriately identify those sites that require permitting specifically for cultural resources. RSF 6 should identify permitting required specifically for cultural resources to create a process where individuals and businesses can be identified at DRC, be provided with the appropriate permitting, and ensure expedited recovery for those facilities while giving consideration to cultural assets. This process should include both the permitting process as well as the Certificate of Appropriateness review process.

Coordinate the integration of the state, Horry County, and City of Myrtle Beach Beachfront Management Plans (and implementation) into the community's disaster response and recovery posture.

Coordinate with the debris management activities of RSF 5 to ensure that natural environmental issues and priority areas are considered in the process.

Post-Disaster

Facilitate measures to protect, stabilize, and assist in the recovery of culturally and historically significant records, artifacts, buildings, structures, objects, and sites.

Conduct and assist in preliminary assessments of the impacts to natural and cultural resources. Identify protections and stabilization and mitigation measures that need to be in place through recovery.

Continually monitor threats to natural and cultural resource assets or systems during recovery. When a threat is identified, RSF 6 should work with RSF 1 to develop short- and long-term mitigation strategies.

Conduct and assist in ongoing assessments of affected natural and cultural resources. Develop a timeline that includes consideration of available human and budgetary resources for addressing these impacts in a sustainable and resilient manner. Ensure that the appropriate environmental permitting is undertaken.

Support and promote the preservation and restoration of natural and cultural resources as part of overall community recovery.

Coordinate with the debris management activities of RSF 5 to ensure that natural environmental issues and priority areas are considered in the process.

RESOURCES

Community Materials

City of Myrtle Beach Beachfront Management Plan (2012)
Myrtle Beach Emergency Operations Plan

State and County Materials

State Comprehensive Beachfront Management Plan

Horry County Beachfront Management Plan (2013)

South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)

Horry County Short-Term Recovery Plan (January 2019)

General RSF-related Materials

FEMA Pre-disaster Recovery Planning Guide for Local Communities (February 2017)

(FEMA) Long-term Community Recovery Planning Process: A Self Help Guide

RECOVERY SUPPORT FUNCTION 7

Volunteers and Donations

PRIMARY AGENCY:	**Waccamaw VOAD(WVOAD) (Material Donations)**
	Waccamaw Community Foundation (Financial Donations)
	United Way of Horry County (UWHC) (Volunteer Services)
CORRDINATING AGENCY:	Neighborhood Services and Emergency Management Division
SUPPORT AGENCIES:	City Finance Department; City Neighborhood Services; City Parks, Recreation & Sports Tourism Department; United Way of Horry County (UWHC) and WACCAMAW VOAD including: Habitat for Humanity of Horry County; The Salvation Army (TSA); Waccamaw Long-Term Recovery Group (WLTRG); Eastern Carolina Housing Organization, New Directions, Impact Ministries, American Red Cross,
STATE COUNTERPART:	State Disaster Recovery Coordinator *(if appointed),* SC Department of Administration - Disaster Recovery Office, SC Emergency Management Division
COUNTY COUNTERPART:	Horry County Emergency Management

MISSION: To provide for the management of goods and services donated as disaster relief to the people of the City of Myrtle Beach including the management of unmet needs and the coordination of services provided by agencies and volunteers. It also includes the shipment of goods donated by people of the City of Myrtle Beach to survivors in other disaster areas.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

> **ESF 18 (Donated Goods and Volunteers)**
> ESF 5 (Emergency Management)
> ESF 6 (Mass Care)
> ESF 7 (Resources Support)
> ESF 11 (Food and Agriculture)
> ESF 15 (Public Information)

ACTIVITIES

Pre-Disaster

> Coordinate with WVOAD and other relief organizations, as necessary, to maintain a listing of available support services and capabilities.

> Identify, train, and assign personnel to maintain contact with and prepare to execute missions in support of Horry County ESF 7 (and City ESF 18) during periods of activation.

> Participate in available city/county or state exercises.

Ensure procedures are in place to document costs for any potential reimbursement in coordination with the Finance and Administration Section and in accordance with proper processes and procedures.

Ensure all RSF personnel integrate NIMS principles in all planning. All ESF personnel will complete all required NIMS training as outlined in the DHS training guidance.

Pre-Disaster (Short-Term)

Coordinate emergency operations with the City/County EOC when activated.

Assist in the coordination of delivery of donated goods and volunteer services to the disaster survivors including maintaining records of services being provided, the location of operations, and the requirements for support as required.

Assist in the coordination of transportation requirements for distribution of donated goods with ESF 1 (Transportation) as required.

Ensure maintenance of accurate records of expenditures for county-incurred expenses related to the delivery of services during emergency operations.

Assist in the coordination with ESF 15 (Public Information) to disseminate information to ensure that offers are not inappropriate needs as required.

Keep accurate records of donated, stored, and distributed goods or expenditures in support of this appendix for possible reimbursement of auditing requirements. Information will be tracked, monitored, and maintained by ESF 7 (Resource Support).

Coordinate with its member agencies working on the disaster to ensure needs are met without duplication of efforts.

Post-Disaster (Long-Term)

Scale down operations as requirements diminish and return to routine operations as soon as possible.

Assist in the assessment of the requirements for continued donated goods and volunteer services for disaster survivors as required.

Assist in the evaluation of donated goods and volunteer services operations for effectiveness and revise plans to eliminate deficiencies as required.

Assist in the assessment of unmet needs and request assistance from available volunteer organizations.

Provide recommendations to the County EOC Command Staff to determine appropriate distribution of remaining donated goods to county/state agencies and/or volunteer groups.

STANDARD OPERATING PROCEDURES:

I.   **VOLUNTEERS AND FINANCIAL DONATIONS:**

1.   The UWHC will designate a web location for as well as set up operations, staff, and manage the Volunteer Reception Center (VRC) during an event. After demobilization of the VRC, the UWHC will manage remaining volunteers through their Horry County, SC office. See Horry County Volunteer Reception Center (VRC) Plan for more information on VRC operations.

2.   WCF will be responsible for managing all donated monies through an online site that is linked at a minimum through the county, UWHC, and 2-1-1. All monies will be put into a disaster fund and made available to pre-registered non-profit agencies that will provide disaster response and recovery work. These agencies will be kept on an approved list and approved each year by the WLTRG or WVOAD if the WLTRG is not activated at the time.

3.   WCF will serve as the central collection points for financial donations when a disaster is at the level which requires activation of the County EOC.

4.   WCF is responsible for developing and maintaining the agencies' resource list of donated monies.

5.   WCF, in partnership and collaboration with the WVOAD as well as funders not listed but who serve on the Unmet Needs Committee of the WLTRG, will approve agencies that can access the funds according to active WVOAD member agencies and local non-profits as outlined in their policies and procedures that are working towards recovery from disaster.

6.   WCF will maintain all records and make all decisions on which agencies will be awarded funds, terms of agreements, and monitor compliance and reporting.

7.   The full agreement between WCF and the WLTRG/WVOAD can be referenced with greater detail and instructions as needed. Copies of this agreement are housed with the current chair of the WLTRG, current chair of the WVOAD, and City and County Emergency Management.

Volunteer Reception Center Locations:

1. VRC Locations will be determined based on areas in need and disaster impact areas. The PIO's will be responsible for getting information out to the public.

II.   **DONATED GOODS:**

1.   The WVOAD will serve as the lead for coordinating the reception and distribution of donated goods. The magnitude and severity of the disaster will dictate the amount of space and personnel required for the reception and distribution process. All donations will be used in conjunction with existing partners and their warehouse space. At the point that this becomes too much for local resources, donated goods warehouses for the event will be activated by the WVOAD in conjunction with activation of the WLTRG for long-term resource management and donations.

2.   The WVOAD will coordinate with its member agencies working on the disaster to ensure needs are met without duplication of efforts.

3.   Public information regarding distribution and reception sites, needed goods, volunteers, and other pertinent matters will be coordinated with and by the CMB Public Information Officer (PIO).

4. Requests for needed goods and re-supply of needed goods will be channeled through the CMB EOC to the county & state ESF 7 as necessary.

5. Upon receipt, donated goods should be sorted and packaged in a manner suitable for distribution.

6. When identified, unwanted goods should be refused.

7. Surplus donated goods will be otherwise disposed of in a manner consistent with the donor's apparent intent which may include donations to relief agencies at the local or state level.

III.   **RESPONSIBILITIES**

A. An assigned entity of the VOAD (typically the Salvation Army) will:

1. Assist the City's Emergency Manager in carrying out provisions of County ESF 7 to include establishing needs and distribution of donated goods during an emergency situation in the city as required.

2. Coordinate with the City Planning and Zoning Department for available warehouse space as needed.

3. Assist in the activation of the City Donated Goods and Volunteer Services Management System as directed by the EOC Command Staff as required.

4. Coordinate with city ESF after EOC activation to identify prospective staging area and distribution locations as required.

5. Assist in coordination with (Animal and Agriculture Response) to organize and manage animal and plant response donations as required.

6. Identify and be prepared to open, staff, and support donations distribution points (DDP) as required.

7. Assist in the receipt of offers of donated goods and match offers to needs as required.

8. Assist in providing recommendations to the City EOC Command Staff to determine appropriate distribution of remaining donated goods to city/county/state agencies and/or volunteer groups as required.

B. The WLTRG will:

1. Serve as the lead for coordinating the reception and distribution of donated goods. The magnitude and severity of the disaster will dictate the amount of space and personnel required for the reception and distribution process.

2. Identify and be prepared to staff and support donations distribution points (DDP) in support of this appendix as required.

3. Train and exercise volunteer organization personnel.

4. Assist in developing procedures for receiving, storing, sorting, and distributing donated goods at a central county warehouse.

5. Coordinate with ESF 1 (Transportation), to include COASTA RTA, to ensure transportation resources for movement of needed goods to affected areas.

6.   Exercise overall responsibility for the coordination of ESF 7 activities.

7.   Review and determine the distribution of disaster funds.

8.   Assess the requirements for continued donated goods and volunteer services for disaster survivors.

C. City Parks, Recreation, and Sports Tourism Department will:

1.   Initially determine distribution sites.

2.   Supply supplemental staff to the distribution sites if requested.

3.   Open and staff the VRC.

D. City Neighborhood Services will:

1.   Obtain and track unmet needs for the city to include city employee and community needs.

2.   Communicate unmet needs for coordination to United Way of Horry County.

E. United Way of Horry County

1.   Maintain a list of volunteers that are available to assist in support of disaster recovery operations.

2.   Exercise overall responsibility for the coordination of County ESF 7 and city activities.

3.   In coordination with TSA, provide volunteer support (i.e., connecting unaffiliated volunteers and groups with TSA or other volunteer support as requested) at the distribution sites.

4.   Open and staff the VRC.

5.   Prepare messaging for dissemination prior to and post any event utilizing mechanisms in place.

6.   In coordination with the United Way Association of SC, activate, coordinate, and maintain the 2-1-1 statewide telephone line for monetary donations.

F. Waccamaw Community Foundation

1.   Exercise overall responsibility for the coordination of Horry County ESF 7 and city activities.

2.   Receive and process financial donations. Communicate receivals to group for dissemination decision making.

3.   Distribute disaster funds for the current event to organizations in need during and post disaster using their established policies and procedures.

4.   Conduct financial solicitation and manage financial donations for Horry County to include the City of Myrtle Beach.

RESOURCES

Community Materials

       Myrtle Beach Emergency Operations Plan

State and County Materials

       WACCAMAW VOAD Member active Roster and Contact List
       South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)
       Horry County Short-Term Recovery Plan (January 2019)

General RSF-related Materials

       FEMA Pre-disaster Recovery Planning Guide for Local Communities (February 2017)
       (FEMA) Long-term Community Recovery Planning Process: A Self Help Guide

RECOVERY SUPPORT FUNCTION 8

Financial Recovery

PRIMARY AGENCY:	**City Financial Services**

COORDINATONG AGENCY: City Financial Services

SUPPORT AGENCIES: Insurance & Risk Services, Financial Management and Reporting, CFO, Business License Division, Purchasing Division, Utility Billing Division, Horry County Emergency Management

STATE COUNTERPART: State Disaster Recovery Coordinator

COUNTY COUNTERPART: Horry County Emergency Management

MISSION: Establishes procedures for managing the finances of the City and for tracking disaster related expenditures so that the City will be able to maximize reimbursement of those expenses.

EMERGENCY SUPPORT FUNCTION (ESF) REFERENCE:

> **ESF 7 (Resources Support)**
> ESF 5 (Emergency Management)
> ESF 14 (Long-term Recovery)
> ESF 24 (Business and Industry)

ACTIVITIES

Pre- Disaster

> Determine mechanism for utilizing Disaster Recovery Fund (savings or stand-by line of credit) that is available to help with implementing Recovery Support Functions.
> Develop standardized Emergency Resource and Financial Management Policies and Procedures.
> Review and update as necessary the Emergency Purchases section of the City of Myrtle Beach Purchasing Regulations and Procedures manual.
> Review exigent purchasing process and assess FEMA provisions for inclusion in the process.
> Develop tracking mechanism for documentation and capturing all necessary supporting document for all expenses for all departments in relation to an emergency event or disaster.
> Prepare and provide training for all departments on documentation tracking for disasters.

The city maintains a 15% unassigned fund balance in the General Fund, which is available in case of emergency. In addition, the city maintains cash on hand of $2.5 million in the Capital Projects Fund in case of an emergency.

Post-Disaster

> Activate the City's Emergency Resource and Financial Management Policies and Procedures.
> Activate all or part of the Financial Management and Reporting Emergency Operations and Recovery Plan as needed.
> Activate financial redundancy systems if needed.

STANDARD OPERATING PROCEDURES

Beginning during disaster response mode (or with activation of the City EOC) and continuing into the days, months, and/or years following the disaster, the City Finance Director will activate the city's Emergency Resource and Financial Management Policies and Procedures.

The City Finance Director needs to be sure to let each city department know the importance of tracking expenses made on disaster operations. This will help with securing reimbursable costs from federal and state disaster recovery programs as well as from the city's insurance carriers.

At the beginning of hurricane season, the IRS department distributes forms for tracking emergency related expenditures. While hurricanes are not the only threat, the forms are universal and will cover any emergency event. Additionally, the city maintains specific account coding for emergency events and departments are instructed to use those when procuring goods or services related to an event.

Coordinate closely with all city departments to ensure that proper documentation of disaster related expenses is being tracked appropriately.

Coordinate closely with RSF 5 Infrastructure and Communication to determine what projects will be eligible for Public Assistance grants and to ensure that proper financial documentation for those projects. The Chief Financial Officer will be responsible for identifying the primary and alternate applicant's agents for the city.

The city's IRS and Emergency Management Departments coordinate with the Finance Department to manage documentation for emergency expenditures. The forms mentioned above are utilized to capture expenditures and IRS, Emergency Management, and Finance coordinate on determining reimbursement eligibility of expenditures.

ROLES AND RESPONSIBILITIES

This section should clearly look at what the roles are for each department following an event. These are scalable actions that will be used with any event if needed. Examples are found below.

CFO

Participate in the city's Policy Group throughout disaster response and recovery.
Identify primary and alternative Public Assistance applicants.
Coordinate financial recovery activities.

Insurance & Risk Services

Determine how the current insurance policy protects or supports the damage that has occurred.
Coordinate for an overall damage assessment across the city with departments assessing the damage for their areas or responsibilities such as public works or construction services.
Work with Horry County Emergency Management, if needed, to support a Preliminary Damage Assessment with the state and FEMA.

Financial Management and Reporting

Utilize damage reports to provide assessment information to Horry County Emergency Management to support Presidential Disaster Declaration.
Control the documentation mechanisms for all expenses incurred due to the event.

Provide training for relevant city departments on documentation management for disasters and federal reimbursement.

Coordinate with county and state to request and receive FEMA funds.

Business License Division

Support the streamlining of permitting and licensing to support effective recovery.

Purchasing Division

Support the development and implementation of emergency master service agreements.

Support the streamlining of procurement (where appropriate) to efficiently access response and recovery resources.

Ensure that appropriate state and federal procurement regulations are being followed.

RESOURCES

Community Materials

City's Emergency Resource and Financial Management Policies and Procedures

City Financial Management & Reporting – Emergency Operations & Recovery Plan (June 2020)

Myrtle Beach Emergency Operations Plan

State and County Materials

South Carolina Recovery Plan, Appendix 6 to the South Carolina Emergency Operations Plan (March 2020)

Horry County Short-Term Recovery Plan (January 2019)

General RSF-related Materials

FEMA Pre-disaster Recovery Planning Guide for Local Communities (February 2017)

(FEMA) Long-term Community Recovery Planning Process: A Self Help Guide

LIST OF ACRONYMS

AAP	American Academy of Pediatrics
AAFP	American Academy of Family Physicians
ARC	American Red Cross
BRIC	Building Resilient Infrastructure and Communities
CBO	Community Based Organizations
CCAR	Coastal Carolina Association of Realtors
CDBG	Community Development Block Grant
CDBG-DR	Community Development Block Grant-Disaster Recovery
CEMP	Comprehensive Emergency Management Plan
COG	Continuity of Government
COAD	Community Organizations Active in Disasters
COOP	Continuity of Operations Plan
DAP	Disaster Assistance Programs
DFA	Direct Federal Assistance
DLS	Disaster Legal Services
DOC	Department of Corrections
DOD	Department of Defense
DOH	Department of Health
DOJ	Department of Justice
DRC	Disaster Recovery Center
DRP	Disaster Recovery Plan
D-SNAP	Disaster Supplemental Nutrition Program
DUA	Disaster Unemployment Assistance
ECHO	Eastern Carolina Housing Organization
EMS	Emergency Medical Service

B

Appendix

EOC	Emergency Operations Center
EPD	Emergency Preparedness Division
ESF	Emergency Support Function
FBO	Faith Based Organization
FHCA	Florida Health Care Association
FMA	Flood Mitigation Assistance
FSA	Farm Services Association
GNYHA	Greater New York Hospital Association
GIS	Geographic Information System
GPS	Global Positioning System
GSA	General Services Administration
HCEM	Horry County Emergency Management
HAZMAT	Hazardous Materials
HM	Hazard Mitigation
HMEP	Hazardous Materials Emergency Preparedness
HMGP	Hazard Mitigation Grant Program, Federal
HOME	Home Investment Partnership Program
HUD	U.S. Department of Housing and Urban Development
HVA	Hazard Vulnerability Analysis
IA	Individual Assistance
ICS	Incident Command System
IDA	Initial Damage Assessment
IDCM	Immediate Disaster Case Emergency
IRS	Internal Revenue Service
ISS	Information System Services
JIC	Joint Information Center
LEHRP	Low-Income Home Repair Program
LEPC	Local Emergency Planning Committee

LILHEAP	Low-Income Home Energy Assistance Program
LTR	Long-Term Redevelopment
MAA	Mutual Aid Agreement
MBACC	Myrtle Beach Area Chamber of Commerce
MBAHA	Myrtle Beach Area Hospitality Association
MBREDC	Myrtle Beach Regional Economic Development Corporation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NFIP	National Flood Insurance Program
NIMS	National Incident Management System
NRF	National Response Framework
NRT	National Response Team
OMB	Office of Management and Budget – Federal
ONA	Other Needs Assistance
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
POD	Point of Distribution
PDM	Pre-Disaster Mitigation
PNP	Private Non-Profit Organization
PPE	Personal Protection Equipment
PSA	Public Service Announcement
RRT	Rapid Response Team
RSF	Recovery Support Function
RTF	Recovery Task Force
SA	Salvation Army
SBA	Small Business Administration
SEPPC	Mayor's Security and Emergency Preparedness Planning Council

SOP   Standard Operating Procedure

USACE   United States Army Corps of Engineers

USAR   Urban Search and Rescue

USCG   United States Coast Guard

USDA   U.S. Department of Agriculture

VA   Veterans Administration

VOAD   Volunteer Organizations Active in Disasters

RECOVERY ORDINANCE

To be included when finalized.

Appendix